



***SERVICE DELIVERY AND BUDGET
IMPLEMENTATION PLAN
(SDBIP)
2010/11***

George Municipality

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Executive Summary

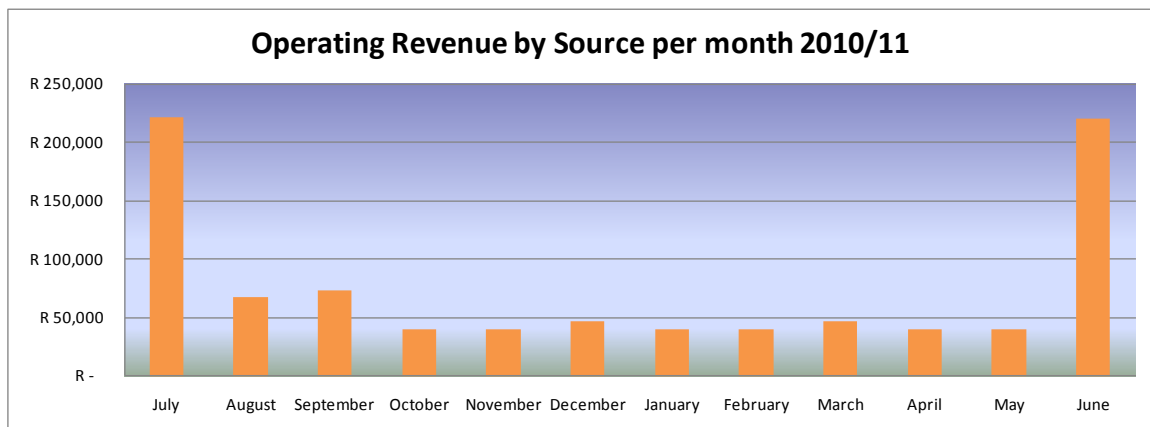
The Municipality is required to produce a Service Delivery and Budget Implementation Plan to show the following;

- Monthly projections of revenue and expenditure for the operating and capital budgets
- Quarterly service delivery targets and performance indicators.

Each month the Municipal Manager must present the Mayor with a report showing how income and spending is progressing against these projections. Every quarter the Mayor must report to Council on the progress of the budget.

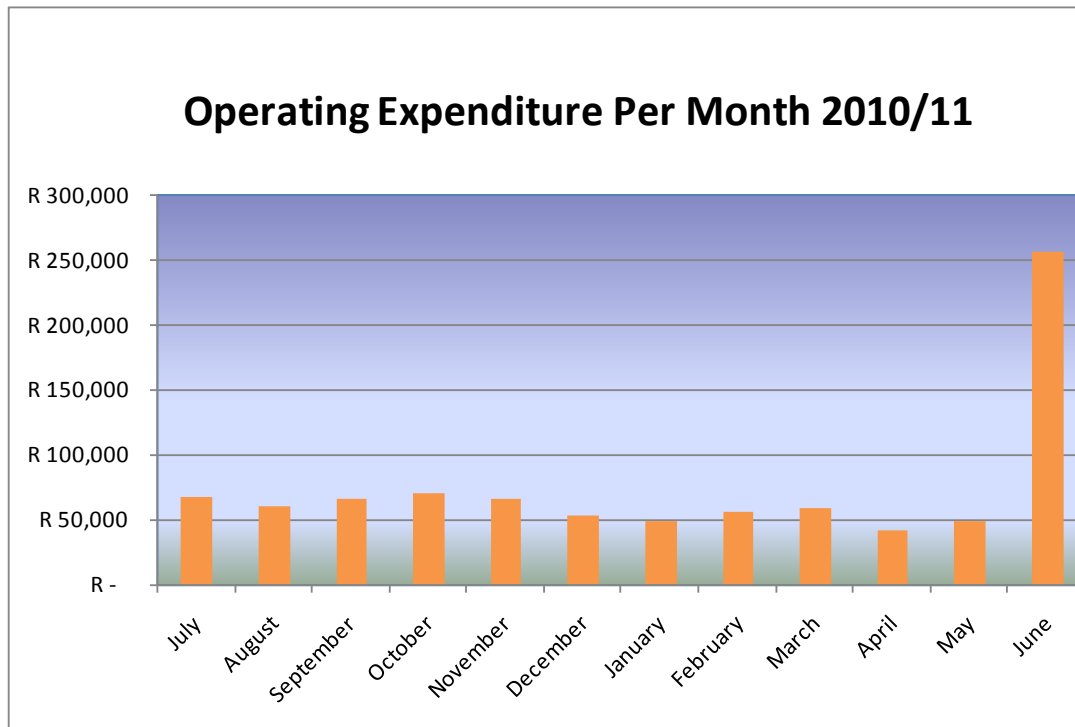
Revenue Projections 2010/11

The following graph shows how the Municipality's operating revenue is expected to accrue over the financial year.



Operating Expenditure

The following graph shows how the Municipality's operating budget is expected to be spent over the financial year.



Service Delivery Targets and Performance Indicators

Each Directorate has to provide quarterly targets so that performance can be monitored throughout the year. The Municipal Manager's and Director's performance contracts must contain these targets. The targets cannot be changed during the year unless Council approves the changes. The performance targets for 2010/11 are contained in the accompanying Estimates Annexure document.

Introduction

As a high capacity municipality in terms of implementation of the Municipal Finance Management Act, George produced its first Service Delivery and Budget Implementation Plan for 2005/06.

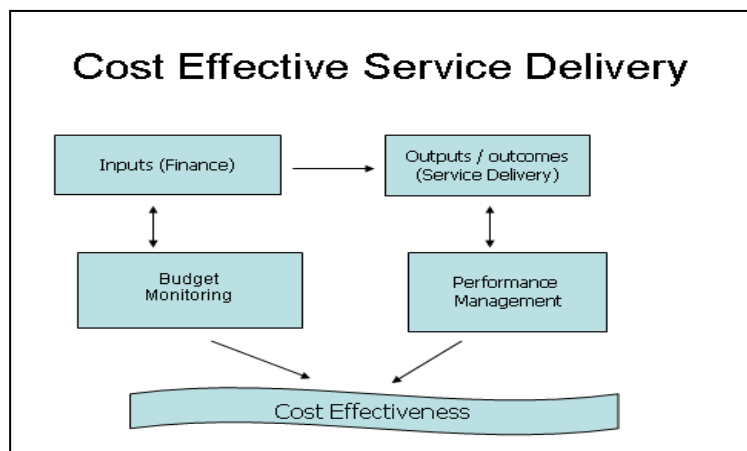
A Service Delivery and Budget Implementation Plan is defined in chapter 1 of the Act as a detailed plan approved by the Executive Mayor for implementing the municipality's delivery of municipal services and its annual budget. Essentially a business plan, the SDBIP is an integral part of the financial planning process. Although its approval is required after the budget its preparation has occurred in tandem with the budget process. The SDBIP is the connection between the budget and management performance agreements, and it includes detailed information on how the budget will be implemented - by means of forecast cash flows - and service delivery targets and performance indicators.

The Components of a SDBIP

The five necessary components of a SDBIP are

1. Monthly projections of revenue to be collected for each source
2. Monthly projections of expenditure (operating and capital) and revenue for each vote
3. Quarterly projections of service delivery targets and performance indicators for each vote
4. Ward information for expenditure and service delivery
5. Capital works plans.

The SDBIP is the formal link between organisational performance and the budget. It also provides a means to measure cost effective service delivery by linking the inputs - the budget - to the service outputs and outcomes. Budgetary control and performance monitoring combine to measure the cost effectiveness of service delivery.



The SDBIP Concept

National Treasury, in MFMA circular 13, outlined the concept of the SDBIP. It is seen as a contract between the administration, council and community expressing the goals and objectives set by the council as quantifiable outcomes that can be implemented by the administration over the next twelve months. It is a management, implementation and monitoring tool that will assist the Executive Mayor, councillors, Municipal Manager, senior managers and community. It is also a performance monitoring tool that enables the Municipal Manager to monitor the performance of senior managers. The MFMA requires that the performance agreements of senior managers be linked to the measurable performance objectives in the SDBIP.

As a vital monitoring tool, the SDBIP should help enable the Executive Mayor and Municipal Manager to be pro-active and take remedial steps in the event of poor performance.

The SDBIP is considered as a layered plan. Whilst only the top layer is made public at council, the budget and performance targets should be broken down into smaller targets and cascaded to middle-level and junior managers. Directorates should be producing their own SDBIP's which roll up into the municipality's SDBIP.

MFMA requirement - Approval of the SDBIP

Under the MFMA the process for approval of the SDBIP is covered under Chapter 7 - Responsibilities of Mayors and Chapter 8 - Responsibilities of municipal officials.

Under chapter 8 the Accounting Officer must submit a draft of the SDBIP to the Executive Mayor within 14 days of the budget being approved as well as drafts of the annual performance agreements required in the Municipal Systems Act. Chapter 7 of the MFMA requires the Executive Mayor to "take all reasonable steps" to ensure that the SDBIP is approved by the mayor within 28 days after the approval of the budget and that the SDBIP is made public no later than 14 days after that.

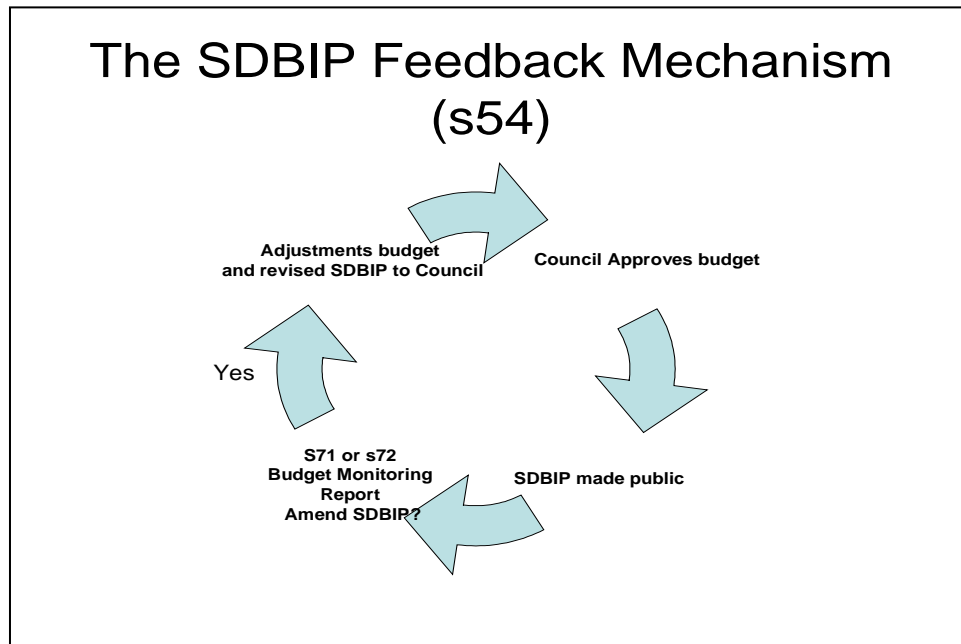
MFMA requirement - Implementation & monitoring

Section 54 sets out the responsibilities of the Executive Mayor with regard to budgetary control and the early identification of financial problems.

When a budget monitoring report is received under section 71 or 72 of the MFMA, the Executive Mayor must check whether the budget is being implemented in accordance with the SDBIP. If it is decided to amend the SDBIP, any revisions to the service delivery targets and performance indicators must be made with the approval of council following an adjustments budget. The Executive Mayor must issue instructions to the accounting officer to ensure that the budget is implemented in terms of the SDBIP.

The revised SDBIP must be promptly made available to the public.

The following diagram illustrates this process;



The SDBIP process in George

The production of the SDBIP has been co-ordinated in the Financial Services Directorate although all directorates have been involved with its development. The detailed budget monthly estimates and the detailed quarterly performance indicators are contained in the SDBIP estimates annexure.

Operating Expenditure

The annual operating budget has been broken down into monthly projections by applying the trends of previous years' spending to each line item in the budget. The projections in the estimates annexure are shown by Service Delivery Unit and by expenditure type.

The following should be taken into account;

- ✱ There is a risk of building into the plan undesirable trends. For example, the graph below shows the high level of spending anticipated in the final month of the financial year. This is a regular and common occurrence in municipal finance but not necessarily desirable.
- ✱ There may have been extraordinary events in past years that have skewed the trends and these trends will not be repeated in 2010/11 although they are included in the SDBIP.
- ✱ The estimates are based on percentage spending per month and do not take into account any over or under spending on particular items.

The direct operating budget, excluding recharges, for 2010/11 is R890m.

Operating Income

Again previous year trends have been used to provide the estimates for 2010/11 and the previous comments on the shortcomings in this methodology apply to revenue as well. The information is shown by department and by the national standard for showing revenue source.

The estimates are based on budgeted income rather than cash collected.

The operating income budget for 2010/11 is R919m.

Capital Expenditure

As part of the 2010/11 budget process directors were required to prepare cash flow forecasts of capital expenditure and these were reported as part of the budget documentation. Directors have also been asked to provide estimated start and completion dates for the capital projects.

The Capital budget for 2010/11 is R175m.

Service Delivery Targets and Performance Indicators

For the 2005/06 SDBIP service delivery targets and performance indicators were developed in conjunction with Octagonal Development. A number of meetings were held with directorates and the performance indicators and targets developed. These targets have been included in the 2010/11 SDBIP. The targets and indicators attempt to measure a range of activities in the municipality. It will be the responsibility of directorates to provide information on progress towards achieving these targets on a quarterly basis.

It is likely that new performance indicators will be developed as the Municipality is currently putting in place a new performance management system. Any revision to the SDBIP resulting from a change in Performance Indicators will be reported to Council for approval in terms of Section 54 (c) of the MFMA.

The detailed targets and performance indicators are set out in the estimates annexure.

Definition of a Vote

The MFMA requires that operational and capital expenditure by vote is shown in the SDBIP. The MFMA defines a vote as one of the main sections of the budget. A circular from National Treasury clarifies this further by providing details of the Government Finance Statistics classifications which aims to provide a consistent basis for defining a vote so that information can be gathered for comparative purposes.

The SDBIP shows the projections by George Service Delivery Unit as these are the most relevant for monitoring purposes and is in line with the municipality's new virement policy. However, the SDBIP estimates annexure also includes a table for each directorate showing where each Service Delivery Unit sits in relation to the GFS service classification.

Monitoring and the adjustments budget process

The section 71 and 72 budget monitoring reports required under the MFMA should provide a consolidated analysis of the Municipality's financial position including year-end projections.

As detailed earlier, the Executive Mayor must consider these reports under s54 of the MFMA and then make a decision as to whether the SDBIP should be amended.

The Adjustments Budget concept is governed by various provisions in the MFMA and is aimed at instilling and establishing an increased level of discipline, responsibility and accountability in the municipality's finances.

In simple terms, funds can be transferred within a vote but any movements between votes can only be agreed by an adjustments budget.

Appendix 1 sets out the protocol for monitoring the budgets agreed as part of the 2010/11 SDBIP.

Appendix 1 - Protocol for revision of SDBIP

The Executive Mayor must decide on receipt of a section 71 or 72 budget monitoring report whether to amend the SDBIP in the light of the information received.

This protocol sets out the various steps that should be followed to allow the Executive Mayor's obligations under section 54 of the MFMA to be fulfilled.

Protocol

Financial Services (Budget Office) will provide the Municipal Manager with information as required under section 71 and 72 of the MFMA and this information will be submitted to the Executive Mayor by the 10th working day of each month.

The information will show a comparison of actual performance against the planned income and expenditure included in the SDBIP.

For capital projects, each variance of +/- 10% or R10, 000 whichever is the greater will be highlighted. The Executive Mayor will then ask the Director responsible for that project for a written report covering;

- ✱ The reason for the variance
- ✱ If necessary, what corrective measures have been put in place.
- ✱ Whether the start and finish dates of the capital project need amending.
- ✱ Whether the project specification will need to be amended.
- ✱ Revised monthly estimates of expenditure for the project.

The Director must supply this information within one week of the request from the Executive Mayor.

Following the receipt of these reports the Executive Mayor will make one of the following decisions;

- ✱ Note the report of the Director.
- ✱ Note the report of the Director and keep the project under review.
- ✱ Request the Director to attend a Performance Review meeting with the Executive Mayor, Municipal Manager and Director Financial Services to examine the reasons for the variation, the potential for bringing the project back on track and the likely impact on service delivery. Following this meeting, the Executive Mayor will then decide whether the SDBIP should be amended.

If it is decided to amend the capital programme and SDBIP, so as to maintain overall service delivery, Directors will be asked to put forward schemes currently scheduled for year 2 or 3 of the capital programme that can be implemented sooner. The financial implications of these suggestions will be assessed by the Director of Financial Services and a recommendation made to the Executive Mayor as to which ones would be possible to proceed with and an adjustments budget prepared.

For operating expenditure and revenue, the Executive Mayor will review the variances in the monthly budget monitoring report and, notwithstanding the requirements for an adjustments budget, request from Directors an explanation of all variances +/- 10% of the monthly budget forecast. Directors will be asked to explain whether the service delivery targets included in the SDBIP can still be achieved.

The Executive Mayor will then decide whether the SDBIP should be amended in the light of these explanations.

At the end of each quarter, Directors must supply the Municipal Manager with the actual performance against each of the performance indicator targets. This information must be submitted to the Executive Mayor by the 10th working day after each quarter along with the budget monitoring information for that quarter as provided by Financial Services (Budget Office).

If the actual performance on any indicator varies from the planned performance the Executive Mayor can ask the responsible Director for a written report asking for an explanation of the variance and, if the performance is worse than projected, what measures have been put in place to ensure that the projected level of performance can be met in the future.

The Executive Mayor will then review these reports and decide whether the SDBIP should be amended.

Service Delivery and Budget Implementation Plan 2010/11

Requirements of Municipal Finance Management Act

Chapter 1 - Definitions

SDBIP means a detailed plan approved by the mayor of a municipality in terms of section 53 (1) (c) (ii) for implementing the municipality's delivery of municipal services and its annual budget, and which must indicate-

- (a) projections for each month of-
Revenue to be collected, by source; and
Operational and capital expenditure by vote
 - (b) service delivery targets and performance indicators for each quarter and
 - (c) any other matters that may be prescribed.
- and includes any revisions of such plan by the mayor in terms of section 54 (1) (c)

Chapter 8 – Responsibilities of Municipal Officials

Section 69 Budget Implementation

Section 69 (3) The Accounting Officer must no later than 14 days after the approval of the budget submit to the mayor

- (a) A draft service delivery and budget implementation plan for the budget year; and
- (b) Drafts of the annual performance agreements as required in terms of section 57 (1) (b) of the Municipal Systems Act for the municipal manager and all senior managers

Chapter 7 – Responsibilities of Mayors

Section 53 – Budget Processes and related matters

Section 53 (1) (c) The mayor of a municipality must take all reasonable steps to ensure-

- (ii) That the municipality's service delivery and budget implementation plan is approved by the mayor within 28 days after the approval of the budget; and
 - (iii) That the annual performance agreements as required in terms of section 57 (1) (b) of the Municipal Systems Act for the Municipal Manager and all senior managers-
- (bb) are linked to the measurable performance objectives approved with the budget and to the service delivery and budget implementation plan.

Section 53 (3)

- (a) The mayor must ensure that the revenue and expenditure projections for each month and the service delivery targets and performance indicators for each quarter, as set out in the service delivery and budget implementation plan, are made public no later than 14 days after the approval of the service delivery and budget implementation plan.

Section 54 Budgetary control and early identification of financial problems

On receipt of a statement or report submitted by the accounting officer of the municipality in terms of section 71 or 72 the mayor must-

- (1) (b) check whether the municipality's approved budget is implemented in accordance with the service delivery and budget implementation plan;
- (c) consider and, if necessary, make any revisions to the service delivery and budget implementation plan, provided that all revisions to the service delivery targets and performance indicators in the plan may only be made with the approval of council following the approval of an adjustments budget
- (d) issue any appropriate instructions to the accounting officer to ensure-
- (i) that the budget is implemented in accordance with the service delivery and budget implementation plan
- (3) The mayor must ensure that any revisions of the service delivery and budget implementation plan are made public promptly.

Introduction

The production of a Service Delivery and Budget Implementation Plan is a requirement of section 53 of the Municipal Finance Management Act.

The SDBIP contains projections of operating and capital expenditure and income by month along with performance indicators for each directorate.

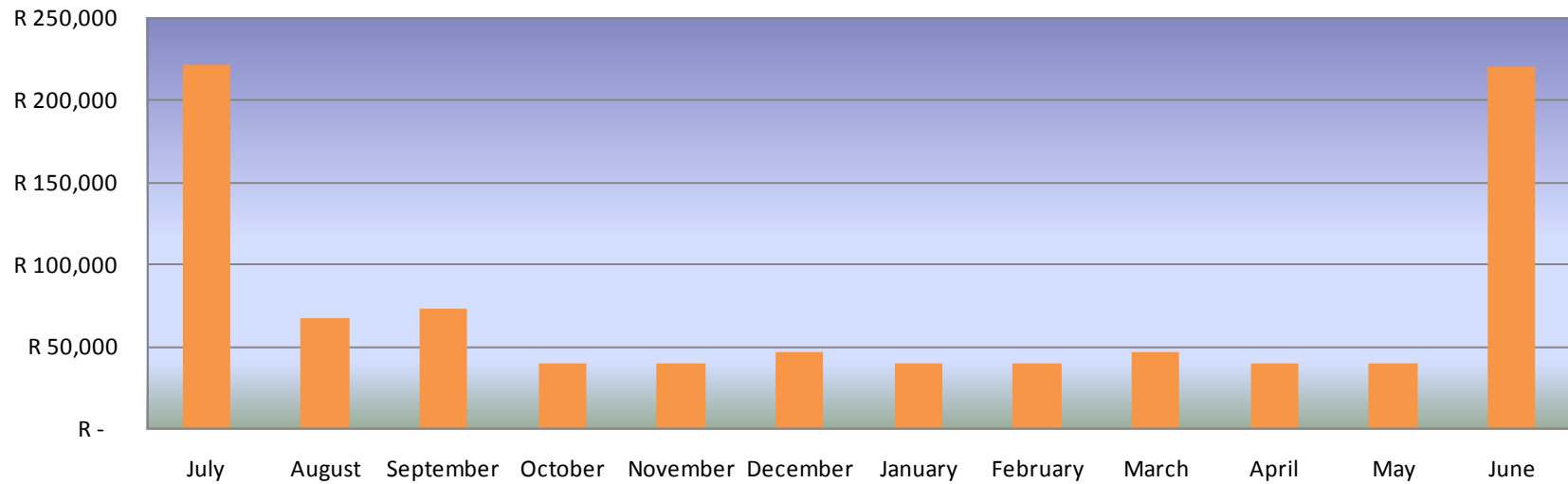
The SDBIP is the management and implementation tool which sets in-year information, such as quarterly service delivery and monthly budget targets, and links service delivery outputs to the budget of the municipality.

Summary 2010/11 Budget

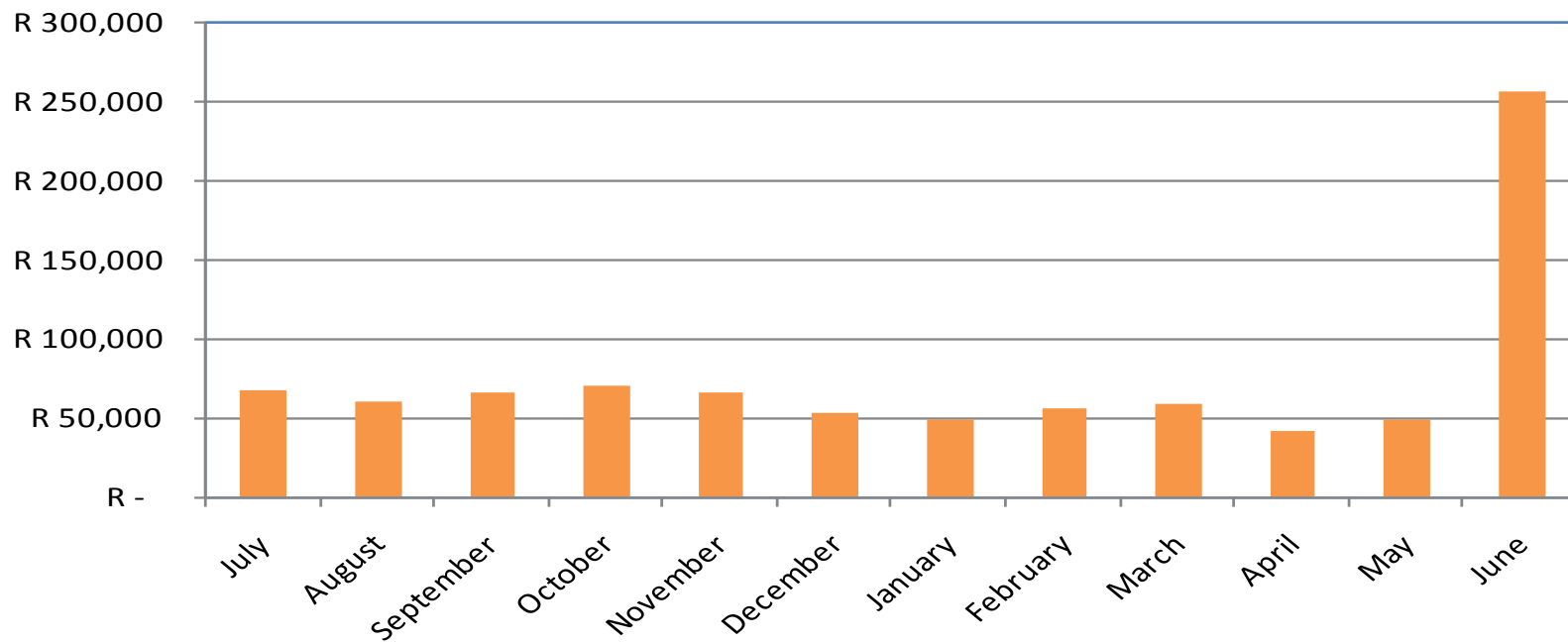
R'000

	Original Budget	July	August	September	October	November	December	January	February	March	April	May	June
Direct Operating Expenditure	890,081	66,842	60,115	66,032	69,914	65,873	52,170	48,841	55,984	58,105	41,963	49,148	255,095
Net recharges out	28,987												21,596
Operating Expenditure	919,068	66,842	60,115	66,032	69,914	65,873	52,170	48,841	55,984	58,105	41,963	49,148	276,691
Direct Operating Income	(919,134)	(221,621)	(67,482)	(73,947)	(40,386)	(40,386)	(46,851)	(40,386)	(40,386)	(46,851)	(40,386)	(40,386)	(220,069)
Surplus / (Deficit) for the year	-66	-154,779	-7,367	-7,915	29,528	25,487	5,319	8,455	15,598	11,254	1,577	8,762	56,622
Capital Expenditure	175,181	3,379	5,154	32,209	15,212	20,347	18,600	12,875	8,979	9,905	11,517	13,873	23,131

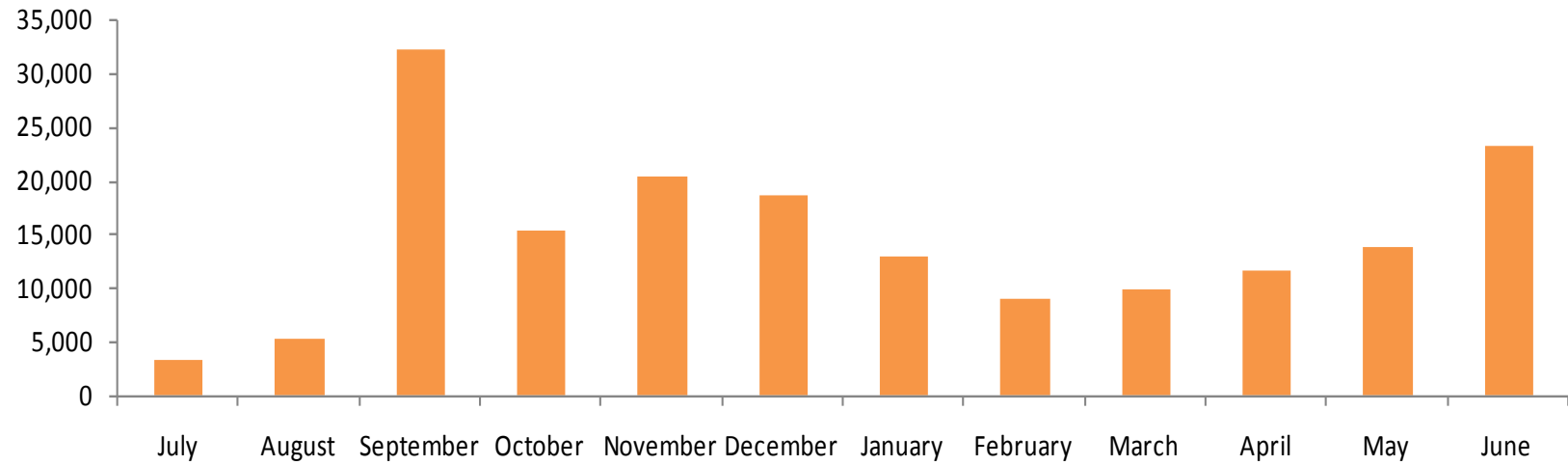
Operating Revenue by Source per month 2010/11



Operating Expenditure Per Month 2010/11



Capital Expenditure per month 2010/11

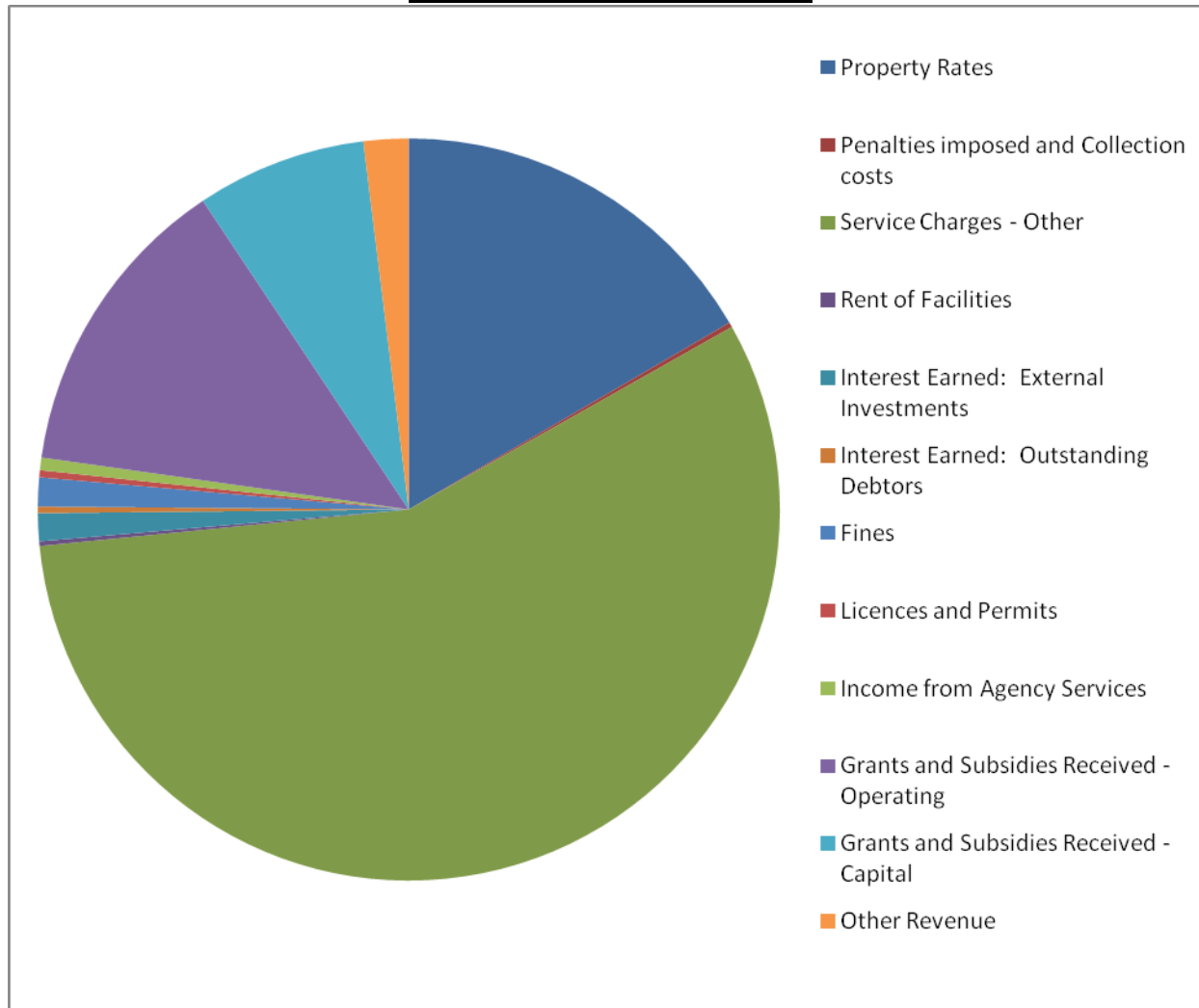


Operating Revenue by Source

2010/11

	Annual Budget	July	August	September	October	November	December	January	February	March	April	May	June
Property Rates	R 152,599	R 122,686	R 9,686	R 12,321	R -	R -	R 2,635	R -	R -	R 2,635	R -	R -	R 2,635
Penalties imposed and Collection costs	R 1,960	R -	R -	R 490	R -	R -	R 490	R -	R -	R 490	R -	R -	R 490
Service Charges - Other	R 520,355	R 92,318	R 51,618	R 52,441	R 34,232	R 34,232	R 35,054	R 34,232	R 34,232	R 35,054	R 34,232	R 34,232	R 48,478
Rent of Facilities	R 1,830	R 463	R 24	R 151	R 24	R 24	R 151	R 24	R 24	R 151	R 24	R 24	R 745
Interest Earned: External Investments	R 11,161	R 425	R 425	R 425	R 425	R 425	R 425	R 425	R 425	R 425	R 425	R 425	R 6,486
Interest Earned: Outstanding Debtors	R 2,612	R 73	R 73	R 198	R 73	R 73	R 198	R 73	R 73	R 198	R 73	R 73	R 1,430
Fines	R 11,580	R 5	R 5	R 47	R 5	R 5	R 47	R 5	R 5	R 47	R 5	R 5	R 11,400
Licences and Permits	R 2,824	R 55	R 55	R 55	R 55	R 55	R 55	R 55	R 55	R 55	R 55	R 55	R 2,219
Income from Agency Services	R 5,028	R -	R -	R -	R -	R -	R -	R -	R -	R -	R -	R -	R 5,028
Grants and Subsidies Received - Operating	R 123,113	R 334	R 334	R 334	R 334	R 334	R 334	R 334	R 334	R 334	R 334	R 334	R 119,437
Grants and Subsidies Received - Capital	R 68,048	R 4,521	R 4,521	R 5,613	R 4,521	R 4,521	R 5,613	R 4,521	R 4,521	R 5,613	R 4,521	R 4,521	R 15,042
Other Revenue	R 18,025	R 740	R 740	R 1,872	R 717	R 717	R 1,848	R 717	R 717	R 1,848	R 717	R 717	R 6,678
Gain on Disposal	R -	R -	R -	R -	R -	R -	R -	R -	R -	R -	R -	R -	R -
	R 919,134	R 221,621	R 67,482	R 73,947	R 40,386	R 40,386	R 46,851	R 40,386	R 40,386	R 46,851	R 40,386	R 40,386	R 220,069

REVENUE PER SOURCE - GRAPH

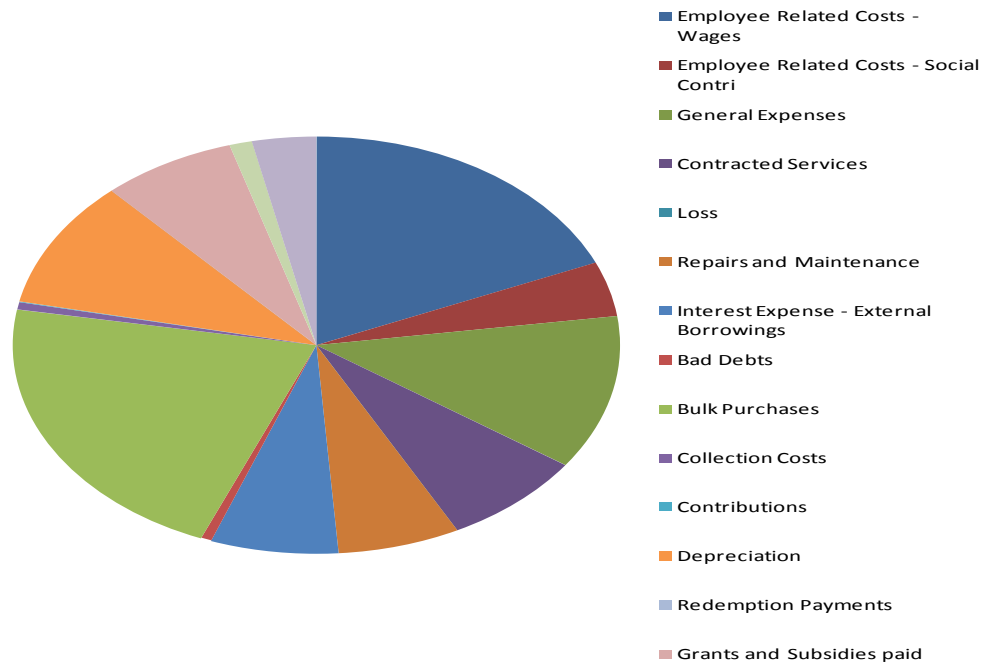


Operating Expenditure per Type

2010/11

	Annual Budget	July	August	September	October	November	December	January	February	March	April	May	June
Employee Related Costs - Wages	R 164,844	R 12,274	R 12,243	R 12,243	R 13,298	R 22,235	R 12,266	R 12,337	R 12,273	R 12,243	R 12,243	R 12,267	R 18,922
Employee Related Costs - Social Contri	R 37,794	R 2,513	R 2,513	R 2,514	R 2,679	R 5,084	R 2,555	R 2,524	R 2,713	R 2,514	R 2,513	R 2,513	R 7,158
General Expenses	R 106,736	R 4,026	R 4,198	R 5,504	R 4,859	R 4,102	R 5,004	R 4,012	R 4,428	R 5,151	R 3,656	R 3,868	R 57,928
Contracted Services	R 67,481	R 8,196	R 9,094	R 10,143	R 12,991	R 6,141	R 2,544	R 1,716	R 1,686	R 2,534	R 1,678	R 1,682	R 9,075
Loss	R -	R -	R -	R -	R -	R -	R -	R -	R -	R -	R -	R -	R -
Repairs and Maintenance	R 57,715	R 217	R 73	R 1,904	R 5,009	R 173	R 1,594	R 168	R 4,940	R 1,758	R 2	R 168	R 41,709
Interest Expense - External Borrowings	R 60,489	R 430	R 430	R 4,014	R 4,113	R 430	R 4,742	R 430	R 4,113	R 4,014	R 430	R 430	R 36,910
Bad Debts	R 5,000	R 417	R 417	R 417	R 417	R 417	R 417	R 417	R 417	R 417	R 417	R 417	R 417
Bulk Purchases	R 192,000	R 23,470	R 21,838	R 12,434	R 12,617	R 12,001	R 12,189	R 11,947	R 11,484	R 12,625	R 11,724	R 12,513	R 37,158
Collection Costs	R 5,000	R 417	R 417	R 417	R 417	R 417	R 417	R 417	R 417	R 417	R 417	R 417	R 417
Contributions	R 500	R -	R -	R -	R -	R -	R -	R -	R -	R -	R -	R -	R 500
Depreciation	R 88,048	R 6,409	R 421	R 7,968	R 5,042	R 6,401	R 1,971	R 6,401	R 5,042	R 7,960	R 413	R 6,401	R 33,618
Redemption Payments	R -	R -	R -	R -	R -	R -	R -	R -	R -	R -	R -	R -	R -
Grants and Subsidies paid	R 63,501	R 5,270	R 5,270	R 5,270	R 5,270	R 5,270	R 5,270	R 5,270	R 5,270	R 5,270	R 5,270	R 5,270	R 5,530
Remuneration of Councillors	R 10,719	R 681	R 681	R 681	R 681	R 681	R 681	R 681	R 681	R 681	R 681	R 681	R 3,232
Less Revenue Foregone	R 30,255	R 2,521	R 2,521	R 2,521	R 2,521	R 2,521	R 2,521	R 2,521	R 2,521	R 2,521	R 2,521	R 2,521	R 2,521
	R 890,081	R 66,842	R 60,115	R 66,032	R 69,914	R 65,873	R 52,170	R 48,841	R 55,984	R 58,105	R 41,963	R 49,148	R 255,095

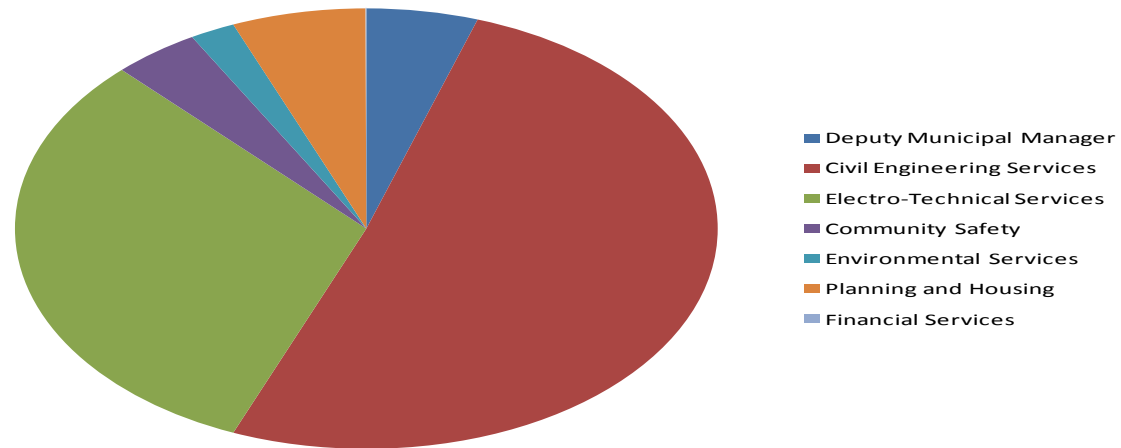
EXPENDITURE PER TYPE - GRAPH



Capital Expenditure 2010/11

	Annual Budget	July	August	September	October	November	December	January	February	March	April	May	June
Deputy Municipal Manager	8,989	220	260	350	863	170	140	652	1,012	1,587	1,080	1,300	1,355
Civil Engineering Services	89,462	2,170	3,420	9,270	11,370	9,990	11,550	4,650	4,730	4,560	7,120	7,820	12,812
Electro-Technical Services	55,290	535	1,175	21,910	2,235	6,835	6,510	6,775	2,115	2,095	2,295	2,275	535
Community Safety	6,950	0	0	0	150	250	200	300	300	425	25	0	5,300
Environmental Services	3,650	0	0	75	75	200	150	125	125	125	125	1,325	1,325
Planning and Housing	10,790	454	299	584	519	2,902	50	353	697	1,103	872	1,153	1,804
Financial Services	50	0	0	20	0	0	0	20	0	10	0	0	0
	175,181	3,379	5,154	32,209	15,212	20,347	18,600	12,875	8,979	9,905	11,517	13,873	23,131

Capital Budget By Department 2010/11



Office of the Deputy Municipal Manager

Deputy Municipal Manager

Service Delivery Unit	Government Financial Statistic (Vote) Classification
Office of Municipal Manager	Executive & Council
Assistant Municipal Manager	Executive & Council
Internal Auditor	Finance & Admin
IDP	Executive & Council
Legal Services	Finance & Admin
Tourism Bureau	Finance & Admin
Local Economic Development	Planning & Development
Council General Expenses	Executive Council
Councillors Expenses	Executive Council
Office of the Executive Mayor	Executive Council
Social Services	Health
HIV Projects	Health
Administration	Executive & Council
Blanco Hall	Community and Social Services
Civic Centre	Finance & Admin
Conville Hall	Community and Social Services
Pacaltsdorp Hall	Community and Social Services
Client Services	Community and Social Services
IT Services: Network	Finance & Admin
Human Resources	Finance & Admin
Switch Board	Finance & Admin
Themba lethu Hall	Community and Social Services
Touwsrante Hall	Community and Social Services
Main Library: Caledon Street	Community and Social Services
Branch Libraries	Community and Social Services

Summary 2008/09 Budget

R'000

	Original Budget	July	August	September	October	November	December	January	February	March	April	May	June
Operating Expenditure (excl. Admin Recharges)	87,203	5,625	5,486	5,933	7,525	6,145	5,795	5,625	7,402	5,933	5,486	5,625	14,105
Operating Income	3,326	2	2	65	2	2	65	2	2	65	2	2	3,117
Capital Expenditure	8,989	220	260	350	863	170	140	652	1,012	1,587	1,080	1,300	1,355

Deputy Municipal Manager

Operating Budget

Revenue 2010/11 By Service Delivery Unit R'000

	Original Budget	July	August	September	October	November	December	January	February	March	April	May	June
Administratino	-6,000	0	0	-1,250	0	0	-1,250	0	0	-1,250	0	0	-2,250
Strategic Services	-200,000	0	0	0	0	0	0	0	0	0	0	0	-200,000
Client Services	-100,000	0	0	0	0	0	0	0	0	0	0	0	-100,000
Main Library: Caledon Street	-1,202,000	0	0	-38,000	0	0	-38,000	0	0	-38,000	0	0	-1,088,000
Pacaltsdorp Hall	-35,000	0	0	-8,750	0	0	-8,750	0	0	-8,750	0	0	-8,750
Civic Centre	-190,000	0	0	0	0	0	0	0	0	0	0	0	-190,000
Blanco Hall	-20,000	0	0	0	0	0	0	0	0	0	0	0	-20,000
Conville Hall	-34,000	0	0	0	0	0	0	0	0	0	0	0	-34,000
Rosemore Hall	-27,000	0	0	-6,750	0	0	-6,750	0	0	-6,750	0	0	-6,750
Lawaaikamp Hall	-23,000	-1,917	-1,917	-1,917	-1,917	-1,917	-1,917	-1,917	-1,917	-1,917	-1,917	-1,917	-1,917
Thembaletu Hall	-23,000	0	0	0	0	0	0	0	0	0	0	0	-23,000
Touwsrante Hall	-22,000	0	0	0	0	0	0	0	0	0	0	0	-22,000
Branch Libraries	-97,475	0	0	-5,500	0	0	-5,500	0	0	-5,500	0	0	-80,975
Human Resources	-500,000	0	0	0	0	0	0	0	0	0	0	0	-500,000
Council General	-11,000	0	0	-2,500	0	0	-2,500	0	0	-2,500	0	0	-3,500
Switchboard	-300,000	0	0	0	0	0	0	0	0	0	0	0	-300,000
Local Economic Development	-536,000	0	0	0	0	0	0	0	0	0	0	0	-536,000
	(3,326,475)	(1,917)	(1,917)	(64,667)	(1,917)	(1,917)	(64,667)	(1,917)	(1,917)	(64,667)	(1,917)	(1,917)	(3,117,142)

Revenue 2010/11 By Revenue Source R'000

	Original Budget	Jul-08	Aug-08	Sep-08	Oct-08	Nov-08	Dec-08	Jan-09	Feb-09	Mar-09	Apr-09	May-09	Jun-09
Fines	-154,000	0	0	-38,500	0	0	-38,500	0	0	-38,500	0	0	-38,500
Grants & Subsidies Received - Capital	-28,900	0	0	0	0	0	0	0	0	0	0	0	-28,900
Grants & Subsidies Received - Operating	-2,423,075	0	0	0	0	0	0	0	0	0	0	0	-1,887,075
Other Revenue	-338,500	0	0	-6,750	0	0	-6,750	0	0	-6,750	0	0	-854,250
Rent of Facilities and Equipment	-382,000	-1,917	-1,917	-19,417	-1,917	-1,917	-19,417	-1,917	-1,917	-19,417	-1,917	-1,917	-308,417
	(3,326,475)	(1,917)	(1,917)	(64,667)	(1,917)	(1,917)	(64,667)	(1,917)	(1,917)	(64,667)	(1,917)	(1,917)	(3,117,142)

Deputy Municipal Manager

Operating Budget

Expenditure 2010/11 By Service Delivery Unit R'000

	Original Budget	July	August	September	October	November	December	January	February	March	April	May	June
Administration	5,401,247	420,143	418,476	420,143	418,476	654,173	418,476	420,143	418,476	420,143	418,476	420,143	553,976
Strategic Services	1,187,252	89,027	89,027	89,027	126,957	92,027	89,027	89,027	89,027	89,027	89,027	89,027	167,027
Client Services	2,215,095	150,091	149,258	150,591	149,258	159,091	149,758	150,091	149,258	150,591	149,258	150,091	557,758
Legal Services	2,355,230	193,561	193,561	193,561	193,561	196,561	193,561	193,561	193,561	193,561	193,561	193,561	223,061
Main Library: Caledon Street	4,046,497	332,316	314,816	332,816	348,150	357,016	315,316	332,316	348,150	332,816	314,816	332,316	385,650
Pacaltsdorp Hall	325,393	28,733	22,899	28,733	23,399	31,333	22,899	28,733	23,399	28,733	22,899	28,733	34,899
Civic Centre	8,135,921	267,360	195,693	267,360	1,709,061	283,460	195,693	267,360	1,709,061	267,360	195,693	267,360	2,510,461
Blanco Hall	139,680	12,036	10,453	12,498	10,453	13,936	10,915	12,036	10,453	12,498	10,453	12,036	11,915
Conville Hall	379,816	28,835	28,335	29,085	35,101	36,335	28,585	28,835	35,101	29,085	28,335	28,835	43,351
Rosemore Hall	49,800	2,883	2,667	4,883	2,667	4,783	4,667	2,883	2,667	4,883	2,667	2,883	11,267
Lawaalkamp Hall	41,600	3,050	2,717	4,300	2,717	3,050	3,967	3,050	2,717	4,300	2,717	3,050	5,967
Thembaletu Hall	338,523	28,502	26,335	29,002	26,669	31,302	26,835	28,502	26,669	29,002	26,335	28,502	30,869
Touwsrante Hall	143,590	12,241	10,024	13,741	10,024	14,141	11,524	12,241	10,024	13,741	10,024	12,241	13,624
Branch Libraries	2,458,459	194,688	185,688	195,188	225,688	214,688	186,188	194,688	225,688	195,188	185,688	194,688	260,388
Social Services	4,843,513	303,249	303,249	303,249	306,582	308,179	303,249	303,249	306,582	303,249	303,249	303,249	1,496,182
HIV Projects	723,107	49,208	49,208	49,208	49,208	49,208	49,208	49,208	49,208	49,208	49,208	49,208	181,821
Human Resources	10,593,000	865,372	852,038	865,372	857,968	1,000,982	852,038	865,372	852,038	865,372	852,038	865,372	999,038
Council General Expenses	13,467,500	948,125	948,125	1,149,375	948,125	948,125	1,149,375	948,125	948,125	1,149,375	948,125	948,125	2,434,375
Councillors Expenses	11,385,416	929,035	929,035	929,785	929,035	929,035	929,785	929,035	929,035	929,785	929,035	929,035	1,163,785
IT Services: Network	2,440,832	106,888	106,888	144,388	423,554	144,848	144,388	106,888	423,554	144,388	106,888	106,888	481,274
Tourism Bureau	1,961,073	152,964	152,964	155,464	152,964	166,714	155,464	152,964	152,964	155,464	152,964	152,964	257,214
Office of the Ex Mayor	1,949,680	163,873	155,540	165,373	155,540	163,873	157,040	163,873	155,540	165,373	155,540	163,873	184,240
Switchboard	1,442,930	70,411	70,411	85,411	72,078	70,411	85,411	70,411	72,078	85,411	70,411	70,411	620,078
Internal Audit	4,715,000	0	0	28,750	0	0	28,750	0	0	28,750	0	0	2,471,750
Office of the Municipal Manager	2,267,497	100,348	100,348	101,848	179,733	100,348	101,848	100,348	100,348	101,848	100,348	100,348	-2,158,884
Deputy Municipal Manager	1,184,228	22,347	22,181	22,347	22,181	22,347	22,181	22,347	22,181	22,347	22,181	22,347	37,181
Local Economic Development	3,011,546	149,268	145,934	161,705	145,934	149,268	158,372	149,268	145,934	161,705	145,934	149,268	1,126,522
	87,203,425	5,624,553	5,485,870	5,933,203	7,525,083	6,145,233	5,794,520	5,624,553	7,401,838	5,933,203	5,485,870	5,624,553	14,104,789

	Original Budget	July	August	September	October	November	December	January	February	March	April	May	June
Contracted Services	3,346,000	35,458	35,458	35,458	35,458	35,458	35,458	35,458	35,458	35,458	35,458	35,458	2,636,458
Depreciation	702,829	53,735	53,735	57,673	53,735	53,735	57,673	53,735	53,735	57,673	53,735	53,735	62,673
Employee Related Costs - Social	8,957,502	690,511	690,511	690,511	690,511	977,161	690,511	690,511	690,511	690,511	690,511	690,511	822,131
Employee Related Costs - Wages	31,274,310	2,400,726	2,400,726	2,400,726	2,523,971	2,634,756	2,400,726	2,400,726	2,400,726	2,400,726	2,400,726	2,400,726	2,503,276
General Expenses - Other	25,897,800	1,392,779	1,367,613	1,638,779	1,702,613	1,392,779	1,613,613	1,392,779	1,702,613	1,638,779	1,367,613	1,392,779	5,391,531
Grants & Subsidies Paid (F4.2)	535,000	44,583	44,583	44,583	44,583	44,583	44,583	44,583	44,583	44,583	44,583	44,583	45,583
Interest Expense - External Borrowings	4,603,318	0	0	0	1,509,035	0	0	0	1,509,035	0	0	0	1,585,248
Remuneration Of Councillors	10,718,916	893,243	893,243	893,243	893,243	893,243	893,243	893,243	893,243	893,243	893,243	893,243	893,243
Repairs And Maintenance - Municipal Assets	1,167,750	113,517	0	172,229	71,933	113,517	58,713	113,517	71,933	172,229	0	113,517	162,646
	87,203,425	5,624,553	5,485,870	5,933,203	7,525,083	6,145,233	5,794,520	5,624,553	7,401,838	5,933,203	5,485,870	5,624,553	14,102,789

GEORGE MUNICIPALITY CAPITAL BUDGET 2010/2011					Capital Budget Cash flow Projections											
DESCRIPTION	2010/11	Responsib le Person	Start Date	End Date	July	Aug	Sept	Oct	Nov	Dec	Jan	Febr	Mar	April	May	June
DEPUTY MUNICIPAL MANAGER																
GENERAL																
OFFICE EQUIPMENT	50,000	T Craak	Nov 10	June 11					25000							25000
BULK FILERS FOR PLANNING	400,000	T Craak	Oct 10	Oct 10				400000								
Sub-total	450,000				0	0	0	400000	25000	0	0	0	0	0	0	25000
LIBRARIES																
DISABLED TOILETS - THEMBALETHU LIBRARY - MAN	80,000									40000	40000					
DISABLED TOILETS - MAIN LIBRARY - MAN	80,000									40000	40000					
ICT SYSTEM	10,900											10900				
CAMI PROGRAM	18,000											18000				
DISABLED TOILETS - PACALTSORP LIBRARY - MAN	80,000												20000	20000	20000	20000
Sub-total	268,900				0	0	0	0	0	80000	80000	28900	20000	20000	20000	20000
CIVIC CENTRE																
CIVIC CENTRE: TABLES AND CHAIRS COUNCIL CHAMBERS - Q	100,000	T Craak	July 10	Sept 10	25000	25000	50000									
CIVIC CENTRE: COVERING DISABLED RAMPS WITH NOROMIN	35,000	T Craak	Nov 10	Nov 10					35000							
IT & TELECOMMUNICATION																
15 X MICROPHONES(COUNCIL CHAMBERS)	50,000	T Craak	July 10	Sept 10	10000	20000	20000									
RECOVERY PLAN	150,000	T Craak	July 10	Sept 10	50000	50000	50000									
WIRELESS NETWORK	20,000	T Craak	July 10	Sept 10	5000	5000	10000									
COMPUTER EQUIPMENT (LAPTOPS FOR COUNCILLORS)	80,000	T Craak	Nov 10	Feb 11					20000	20000	20000	20000				
Sub-total	435,000				90000	100000	130000	0	55000	20000	20000	20000	0	0	0	0
THEMBALETHU COMMUNITY HALL																
BURGLAR BARS - THEMBALETHU HALL	120,000	S Erasmus	May 11	June 11											60000	60000
PALLISADE FENCING - THEMBALETHU HALL	210,000	S Erasmus	Oct 10	Mar 11				5000					205000		185000	185000
PAVING - THEMBALETHU HALL	370,000	S Erasmus	May 11	June 11												
CONVILLE	40,000	T Craak	July 10	Sept 10	10000	10000	20000									
TABLES & CHAIRS- THEMBALETHU HALL	60,000	T Craak	July 10	Sept 10	20000	20000	20000									
COMMUNITY HALL - THEMBALETHU	2,200,000	S Erasmus	Sept 10	June 11			5000				276000	339000	350000	405000	405000	420000
4 FRIDGES	20,000	T Craak	Sept 10	Sept 10			20000									
Sub-total	3,020,000				30000	30000	65000	5000	0	0	276000	339000	555000	405000	650000	665000
LAWAAIKAMP COMMUNITY HALL																
FRIDGE - LAWAAIKAMP HALL	20,000	T Craak	Dec 10	Dec 10						20000						
Sub-total	20,000				0	0	0	0	0	20000	0	0	0	0	0	0
ROSEMORE COMMUNITY HALL																
FRIDGE - ROSEMORE HALL	20,000	T Craak	Dec 10	Dec 10						20000						
Sub-total	20,000				0	0	0	0	0	20000	0	0	0	0	0	0

GEORGE MUNICIPALITY CAPITAL BUDGET 2010/2011					Capital Budget Cash flow Projections											
DESCRIPTION	2010/11	Responsible Person	Start Date	End Date	July	Aug	Sept	Oct	Nov	Dec	Jan	Febr	Mar	April	May	June
PARKDENE COMMUNITY HALL																
COMMUNITY CENTRES - PARKDENE, ERF 11424	1,300,000	S Erasmus	July 10	Apr 11	100000	130000	130000	143000	90000				457000	250000		
TABLES AND CHAIRS : PARKDENE HALL	150,000	T Craak	Feb 11	Feb 11								150000				
STOVE & WARMER : PARKDENE HALL	15,000	T Craak	Feb 11	Feb 11								15000				
FRIDGE : PARKDENE HALL	20,000	T Craak	Sept 10	Sept 10			20000									
CURTAINS & BLINDS : PARKDENE HALL	120,000	T Craak	Feb 11	Feb 11								120000				
	1,605,000				100000	130000	150000	143000	90000	0	0	285000	457000	250000	0	0
KLEINKRANTZ COMMUNITY HALL																
COMMUNITY CENTRES - KLEINKRANTZ, ERF 1480	2,200,000	S Erasmus	Sept 10	June 11			5000				276000	339000	350000	405000	405000	420000
PALLISADE FENCE : KLEINKRANTZ HALL	210,000	S Erasmus	Oct 10	Mar 11				5000					205000			
FRIDGE	20,000	T Craak	Oct 10	Oct 10				20000								
STOVE & WARMER	20,000	T Craak	Oct 10	Oct 10				20000								
CURTAINS AND BLINDS	120,000	T Craak	Oct 10	Oct 10				120000								
TABLES AND CHAIRS	150,000	T Craak	Oct 10	Oct 10				150000								
PAVING : KLEINKRANTZ HALL	330,000	S Erasmus	May 11	June 11											165000	165000
BURGLAR BARS : KLEINKRANTZ HALL	120,000	S Erasmus	May 11	June 11											60000	60000
	3,170,000				0	0	5000	315000	0	0	276000	339000	555000	405000	630000	645000
Sub-total																
TOTAL: DEPUTY MUNICIPAL MANAGER	8,988,900				220,000	260,000	350,000	863,000	170,000	140,000	652,000	1,011,900	1,587,000	1,080,000	1,300,000	1,355,000

Objectives, Goals, KPI's and Targets of the Municipality (Department: Assistant Municipal Manager)									
Municipal Key Performance Area	IDP Goal/Objective	Key Performance Indicator	Base Line	Annual Targets	Quarterly Targets				Responsibility
				2010/11	Q1	Q2	Q3	Q4	
KPA 41: Internal Audit and Risk Management	To evaluate the effectiveness of the internal audit section	Compilation of 3 year Internal Audit Plan based on Risk Assessment	1 Internal Audit Plan (incorporating audit programs for 3 years)	1	1				Internal Audit
		Approval of Internal Audit Plan by Audit Committee	1 Approved Internal Audit Plan	1	1				Internal Audit, Audit Committee
		Execution of Internal Plan and issuing of Internal Audit Reports based on Internal Audit Plan	Percentage of internal audit effort determined by taking into account Internal Audit reports, hours budgeted, work in progress and Ad Hoc projects in the execution of the Internal Audit Plan. (Baseline: Internal Audit Plan)	100% internal audit effort against plan	25%	25%	25%	25%	Internal Audit
		Monthly reporting by Internal Audit Section on Internal Audit Reports issued to the Internal Audit Steering Committee	Monthly meetings (Base line: Minutes of meetings)	10-12	2-3	2-3	2-3	2-3	Internal Audit, Internal Audit Steering Committee
		Quarterly reporting on Internal Audit Reports issued to the Audit Committee	Quarterly meetings (Base line: Minutes of meetings)	4	1	1	1	1	Internal Audit, Audit Committee
	To evaluate the effectiveness of risk management, control and governance processes	Facilitation of annual review of the effectiveness of the Risk Management Policy by the Chief Financial Officer.	Risk Management Policy (Base line: Memorandum / Minutes / Report)	1			1		Chief Financial Officer, Internal Audit, Audit Committee
		Facilitation of the annual review and update of the risks in the Risk Register by departments	Risk Register (Base line: Report)	1			1		All departments
		Facilitation of compilation of new Risk Treatment Plans by departments for all risks as per the Risk Register	Risk Treatment Plans: Facilitation of compilation of Risk Treatment Plans for all (100%) identified risks. (Base line: Report)	1			1		All departments

		Key Performance Indicator	Base Line	Annual Targets	Quarterly Targets				Responsibility
				2010/11	Q1	Q2	Q3	Q4	
		Review of Risk Treatment Plans for effective design	Risk Treatment Plans: 100% review of Risk Treatment Plans for all risks identified (Base line: Report)	1				1	Internal Audit
	Facilitation of implementation and monitoring of Risks and Risk Treatment Plans by departments	Risk Register and Risk Treatment Plans discussed at departmental meetings (standing agenda point) (Base line: Minutes of Risk Management agenda point of each department)	Monthly minutes by each department (12 minutes x 8 departments = 96 monthly minutes)	Monthly minutes by each department (12 minutes x 8 departments = 96 monthly minutes)	24 monthly extracts by each department (3 minutes x 8 departments)	24 monthly extracts by each department (3 minutes x 8 departments)	24 monthly extracts by each department (3 minutes x 8 departments)	24 monthly extracts by each department (3 minutes x 8 departments)	All departments, Chief Financial Officer, Internal Audit, Audit Committee
		Base line: Assessed, summarised and reported on by Internal Audit to Internal Audit Steering Committee and Audit Committee	Reporting on 100% of extracts from minutes received	Reporting on 100% of extracts from minutes received	100% of extracts received in previous quarter	100% of extracts received in previous quarter	100% of extracts received in previous quarter	100% of extracts received in previous quarter	

Objectives, Goals, KPI's and Targets of the Municipality								
(Department: Deputy Municipal Manager)								
Municipal Key Performance Area	IDP Goal/Objective	Key Performance Indicator	Base Line		Quarterly Targets			
				2010/11	Q1	Q2	Q3	Q4
KPA 18: Local Economic Development	To create and facilitate an enabling environment for LED in the Municipality	Finalise revision of the LED Structure	1	1	0	1	0	0
		Arts and Crafts Show case	1	1	0	1	0	0
		Empowerment workshop	1	1	0	0	0	1
		Entrepreneurs week	1	1	0	1	0	0
		200 year festival song writing contest	0	1	0	0	1	0
		Skills Development (Computer Training)	Average 40 students per quarter	160	20	40	50	50
	To Create and Maintain an economic and municipal information database	1 Data base maintained monthly	0	1	0	0	1	1
	Formalise Masakhane Mall	1 Masakhane Mall completed	0	Constructio	Constructi	Constructi	0	0
			0	f phase 1 & 2	on phase 1	on phase 2	0	0
			0	Rental agreement	0	1	0	0

Municipal Key Performance Area	IDP Goal/Objective	Key Performance Indicator	Base Line		Quarterly Targets			
				2010/11	Q1	Q2	Q3	Q4
<i>KPA 19: Tourism</i>		Attend International and National Marketing events	0	4	0	1	2	1
		Design and publish a new brochure	0	Design = 1 Draft completed	1(design)	1(draft)	1(publish)	0
		Establishment of an art and crafts centre and the development of local artists and crafters	0	4	1(project plan)	1(Funding proposal)	1(Implementation plan)	1(First phase progress)
		No of quarterly reports indicating progress in terms of program to be submitted	0	4	1	1	1	1
		At least bi-monthly meeting with tourism trade	0	6	1	2	1	2

Municipal Key Performance Area	IDP Goal/Objective	Key Performance Indicator	Base Line		Quarterly Targets				
				2010/11	Q1	Q2	Q3	Q4	
KPA 35: Integrated Development Planning KPA 36: Performance Management	To ensure effective integrated development planning and performance management in the municipality	IDP Reviewed and adopted	1 Process Plan	1	1	0	0	0	
			Sessions with ward committees	20 ward committees	0	20	0	0	
			Revision of Annual Targets	1 Revision session	0	0	1	0	
			Draft IDP Document	1	0	0	1	0	
			Road Shows in 20 Wards	20 Wards	0	0	0	20	
			Final adopted IDP	1	0	0	0	1	
		Organizational PMS implimented	Esolomzi Electronic System	1	0	0	0	1	
			Capturing of all capital projects	150	0	0	0	130	
			Reporting on Isolomzi	1 Quarterly	1	1	1	1	

Municipal Key Performance Area	IDP Goal/Objective	Key Performance Indicator	Base Line		Quarterly Targets			
				2010/11	Q1	Q2	Q3	Q4
<i>KPA 37: Communication</i>	Effective internal and external communication in the Municipality	Number of internal newsletters	4	4	1	1	1	1
		Number of external newsletters - George Focus	12	4	3	3	3	3
		Report on the updating and maintenance of the municipal web site	0	1	1	1	1	1
		Publishing of Fokus-Op	24		6	6	6	6
	To ensure effective publicity, marketing and branding of the Municipality	Promotional Items distributed	2000	2500	0	1500	250	250
		(Promotional) Marketing articles in Publications	4 Articles in Publications	48	1	1	1	1
<i>KPA 39: HIV/Aids</i>	To contribute towards the reduction in the prevalence of HIV/AIDS in the Municipal area	Number of special events organised	4	3	0	1	1	1
		Number of health awareness campaigns held	50	50	13	12	13	12
		Number of treatment and care projects	200	200	50	50	50	50
		Number of people counselled by HIV councillors	500	500	125	125	125	125

Municipal Key Performance Area	IDP Goal/Objective	Key Performance Indicator	Base Line		Quarterly Targets			
				2010/11	Q1	Q2	Q3	Q4
KPA 40: Targeted	To facilitate and coordinate the strengthening of targeted (Gender) groups within the	Number awareness events	2	2	1	1	0	0
		Number of projects	5	5	1	1	0	3
		Number of educational sessions	1	1	0	0	1	0
	To facilitate and coordinate the strengthening of Disability issues within the municipality	Number of awareness events	3	3	2	0	0	1
		Number of projects	11	11	1	2	8	0
		Number of education sessions	1	1	0	1	0	0
	To facilitate and coordinate the strengthening of Youth issues within George	Number of development programmes/projects	20	16	4	4	4	4
		Policy Review	0	1	0	1	0	0
		Number of special events organised	2	1	0	0	0	1
		Number of functioning youth councils	5	20	5	5	5	5
		Number of Government Events support provided	15	8	2	2	2	2

	IDP Goal/Objective	Key Performance Indicator	Base Line		Quarterly Targets			
				2010/11	Q1	Q2	Q3	Q4
	Establish and Support after care centres in the Municipality	Number of centres supported	2	6	3	4	5	6
		Number of new centres established	1	4	1	1	1	1
	Establish and support art and craft groups in the municipality	Number of support groups	15	19	16	17	18	19
		Number of new groups	5	4	1	1	1	1
	Provide information sessions regarding	Number of sessions	50	50	13	13	12	12
		Number of new food gardens	100	100	25	25	25	25
	Monitoring the functions of crèches in the municipality	Number of quarterly reports submitted	44	44	11	11	11	11
		Funding spend on support	0	25 000	7 000	6 000	6 000	6 000
		Management contracts for crèches	2	1	1	0	0	0
	Reduction in the number of children living on the street	Number of reports to council	12	12	3	3	3	3
	Establish, support and monitor soup kitchens in the municipality	Number of monitoring reports to council	12	12	3	3	3	3

Municipal Key Performance Area	IDP Goal/Objective	Key Performance Indicator	Base Line		Quarterly Targets			
				2010/11	Q1	Q2	Q3	Q4
<i>KPA 32: Public Participation</i>	The effective functioning of ward committees within the Municipality	Number of ward committee meetings per quarter	80	80	20	20	20	20
		Number of ward committee forums	4	4	1	1	1	1
		Training sessions	1	1	0	1	0	0
		Updating and maintenance of ward committee member data base	1 update p/m	12	3	3	3	3
<i>KPA 33: Administrative support</i>	Provision of an effective legal service within the Municipality	Compilation of Municipal Code of By-Laws	0	15	4	4	4	3
		Legal advice at Council meetings	12	12	3	3	3	3
		Number of reports finalised per month	15	15	15	15	15	15
		Number of opinions per month	10	10	10	10	10	10

Objectives, Goals, KPI's and Targets of the Municipality								
(Department: Deputy Municipal Manager)								
Municipal Key Performance	IDP Goal/Objectiv	Key Performance Indicator	Base Line	Quarterly Targets				
				2010/11	Q1	Q2	Q3	Q4
<i>KPA 28: Training and Capacity Building</i>	To facilitate training and development of employees and councillors	Number of participants on literacy programmes	80	50	0	0	50	0
		Percentage of skills levies claimed back	100%	100%	0%	0%	100%	0%
		KPA – Percentage of budget actually spent on implementing workplace skills plan	0%	1,200,000	400,000	400,000	400,000	400,000
<i>KPA 29: Occupational Health and safety</i>	To provide a safe and healthy work environment to all employees	Number of work related accidents reported	100%	100%	100%	100%	100%	100%
<i>KPA 30: People Management and Empowerment</i>	To maintain sound labour relations	Number of local labour forums	4	12	3	6	9	12

Objectives, Goals, KPI's and Targets of the Municipality								
(Department: Deputy Municipal Manager)								
Municipal Key Performance	IDP Goal/Objective	Key Performance Indicator	Base Line	Quarterly Targets				
				2010/11	Q1	Q2	Q3	Q4
	Recruitment and selection of staff for budgeted vacancies	% of all requisitions of filling of post received	90%	100%	70%	80%	90%	100%
<i>KPA 31: Employment Equity</i>	To review & implement the Employment Equity Plan	Annual report to Dept of Labour	1	1	0	0	1	0
		KPA – The number of people from employment equity target groups employed in compliance with the approved employment equity plan	80%	80%	80%	80%	80%	80%
<i>KPA 32: Public Participation</i>	To ensure and promote the participation of George communities in the activities of the Municipality	% of complaints attended to within 24 hours	500	500	500	500	500	500

Objectives, Goals, KPI's and Targets of the Municipality								
(Department: Deputy Municipal Manager)								
Municipal Key Performance	IDP Goal/Objectiv	Key Performance Indicator	Base Line		Quarterly Targets			
				2010/11	Q1	Q2	Q3	Q4
<i>KPA 33: Administrative Support</i>	To provide an effective records management service	X1 Collaborator functional	10%	100%	100%	100%	100%	100%
		Leave register assessed once a month (100% of leave register updated)	100%	100%	100%	100%	100%	100%
		Response to internal and external enquiries	44 per month	44 per month	132	132	132	132
	Arrangement of Council/Comm ittee meetings as per the meeting schedule of Council, and compiling the agenda's and minutes to Council meetings	Timeous compilation of agendas 3 days prior to meetings	98%	98%	98%	98%	98%	98%

Objectives, Goals, KPI's and Targets of the Municipality								
(Department: Deputy Municipal Manager)								
Municipal Key Performance	IDP Goal/Objectiv	Key Performance Indicator	Base Line	Quarterly Targets				
				2010/11	Q1	Q2	Q3	Q4
		Timeous compilation of departmental instructions following meetings	98%	98%	98%	98%	98%	98%
	Management Meetings	Number of management meetings per month	60	60	60	60	60	60
<i>KPA 34: Library Services</i>	The provision of effective library services	Number of events held by libraries	40	40	10	10	10	10

Objectives, Goals, KPI's and Targets of the Municipality								
(Generic KPA's for all Departments)								
Municipal Key Performance	IDP Goal/Objective	Key Performance Indicator	Base Line	Quarterly Targets				
				2010/11	Q1	Q2	Q3	Q4
<i>KPA 29: Occupational Health and Safety</i>	To provide a safe and healthy work environment to all employees	Attendance of monthly Departmental SHE meeting	12	12	3	3	3	3
		Attendance of quarterly Central SHE meeting	4	4	1	1	1	1
<i>KPA 28: Training and capacity building</i>	To facilitate training and development of employees and councillors	Number of Departmental employees send on <u>external</u> training	5	7	1	3	2	1
		Number of Departmental employees send on <u>internal</u> training	10	15	3	4	4	4
<i>KPA 20: Financial viability and management</i>	Effective management of the Department	% of Capital Budget Spend	98%	98%	25%	50%	75%	98%
		% of Operational Budget Spend	98%	98%	25%	50%	75%	98%
	To comply and implement the supply chain management regulations	Number of procurement deviations	0	0	0	0	0	0
<i>KPA 33: Administrative support</i>	Effective management of the Department	% of council decisions applicable to department implemented	98%	98%	98%	98%	98%	98%

Civil Engineering Services

Senior Manager: H Basson

Service Delivery Unit	Government Financial Statistic (Vote) Classification
Proclaimed Roads	Road Transport
Sewerage : Main Pipes & Pumpstation	Waste Water Management
Water Contamination Control	Water
Town Engineer Admin	Other
Streets and Stormwater	Road Transport
Water Purification	Water
Water Distribution	Water

Summary 2010/11 Budget

R'000

	Original Budget	July	August	September	October	November	December	January	February	March	April	May	June
Operating Expenditure (excl. Admin Recharges)	201,196	9,558	3,478	12,374	7,669	18,533	6,292	9,556	7,669	12,372	3,477	9,556	100,662
Operating Income	213,145	27,692	27,692	30,214	10,305	10,305	12,828	10,305	10,305	12,828	10,305	10,305	40,062
Capital Expenditure	89,462	2,170	3,420	9,270	11,370	9,990	11,550	4,650	4,730	4,560	7,120	7,820	12,812

Civil Engineering Services

Operating Budget

Revenue 2010/11 By Service Delivery Unit R'000

	Original Budget	July	August	September	October	November	December	January	February	March	April	May	June
Civil : Administration	-	-	-	-	-	-	-	-	-	-	-	-	-
Proclaimed Roads	(325,000)	-	-	-	-	-	-	-	-	-	-	-	(325,000)
Sewerage: Mainlines/Pumpstation	(64,487,260)	(17,386,667)	(17,386,667)	(19,671,357)	-	-	(2,284,690)	-	-	(2,284,690)	-	-	(5,473,190)
Streets & Storm water	(14,458,000)	-	-	(100,000)	-	-	(100,000)	-	-	(100,000)	-	-	(14,158,000)
Water Contamination Control	(33,000)	-	-	-	-	-	-	-	-	-	-	-	(33,000)
Water Distribution	(85,591,500)	(6,284,125)	(6,284,125)	(6,422,125)	(6,284,125)	(6,284,125)	(6,422,125)	(6,284,125)	(6,284,125)	(6,422,125)	(6,284,125)	(6,284,125)	(16,052,125)
Water Purification	(48,250,000)	(4,020,833)	(4,020,833)	(4,020,833)	(4,020,833)	(4,020,833)	(4,020,833)	(4,020,833)	(4,020,833)	(4,020,833)	(4,020,833)	(4,020,833)	(4,020,833)
	(213,144,760)	(27,691,625)	(27,691,625)	(30,214,315)	(10,304,958)	(10,304,958)	(12,827,648)	(10,304,958)	(10,304,958)	(12,827,648)	(10,304,958)	(10,304,958)	(40,062,148)

Revenue 2010/11 By Revenue Source R'000

	Original Budget	July	August	September	October	November	December	January	February	March	April	May	June
Grants & Subsidies Received - Capital	(58,618,760)	(4,020,833)	(4,020,833)	(5,113,023)	(4,020,833)	(4,020,833)	(5,113,023)	(4,020,833)	(4,020,833)	(5,113,023)	(4,020,833)	(4,020,833)	(11,113,023)
Grants & Subsidies Received - Operating	(8,163,000)	-	-	-	-	-	-	-	-	-	-	-	(8,163,000)
Interest Earned - Outstanding Debtors	(1,100,000)	-	-	-	-	-	-	-	-	-	-	-	(1,100,000)
Other Revenue	(6,879,500)	(22,042)	(22,042)	(847,042)	(22,042)	(22,042)	(847,042)	(22,042)	(22,042)	(847,042)	(22,042)	(22,042)	(4,162,042)
Rent of Facilities and Equipment	(2,500)	-	-	-	-	-	-	-	-	-	-	-	(2,500)
Service Charges - other	(55,964,000)	(17,386,667)	(17,386,667)	(17,854,167)	-	-	(467,500)	-	-	(467,500)	-	-	(2,401,500)
Service Charges - Water	(82,415,000)	(6,262,083)	(6,262,083)	(6,399,583)	(6,262,083)	(6,262,083)	(6,399,583)	(6,262,083)	(6,262,083)	(6,399,583)	(6,262,083)	(6,262,083)	(13,119,583)
Fines	(2,000)	-	-	(500)	-	-	(500)	-	-	(500)	-	-	(500)
	(213,144,760)	(27,691,625)	(27,691,625)	(30,214,315)	(10,304,958)	(10,304,958)	(12,827,648)	(10,304,958)	(10,304,958)	(12,827,648)	(10,304,958)	(10,304,958)	(40,062,148)

Civil Engineering Services

Operating Budget

Expenditure 2010/11 By Service Delivery Unit R'000

	Original Budget	July	August	September	October	November	December	January	February	March	April	May	June
Civil : Administration	8,663,765	274,002	273,629	274,752	286,129	4,559,012	274,379	274,002	286,129	274,752	273,629	274,002	1,339,349
Filtratie Aanleg	1,250,000	87,500	87,500	87,500	87,500	87,500	87,500	87,500	87,500	87,500	87,500	87,500	287,500
Proclaimed Roads	1,052,016	141,482	33,854	141,482	33,854	141,482	33,854	141,482	33,854	141,482	33,854	141,482	33,854
Sewerage: Mainlines/Pumpstation	27,371,659	708,821	694,946	1,234,266	4,217,386	1,272,055	1,218,724	707,155	4,217,386	1,232,599	693,280	707,155	10,467,888
Streets & Storm water	80,792,510	6,083,347	846,308	6,483,347	885,558	6,083,347	1,246,308	6,083,347	885,558	6,483,347	846,308	6,083,347	38,782,384
Water Contamination Control	15,490,024	933,588	314,115	1,167,279	912,448	5,060,018	547,806	933,588	912,448	1,167,279	314,115	933,588	2,293,754
Water Distribution	29,742,932	882,028	828,362	1,210,528	829,695	882,028	1,156,862	882,028	829,695	1,210,528	828,362	882,028	19,320,788
Water Purification	36,833,582	447,194	399,528	1,774,428	416,694	447,194	1,726,761	447,194	416,694	1,774,428	399,528	447,194	28,136,745
	201,196,489	9,557,963	3,478,241	12,373,582	7,669,264	18,532,636	6,292,194	9,556,296	7,669,264	12,371,916	3,476,575	9,556,296	100,662,261

Expenditure 2010/11 By Type R'000

	Original Budget	July	August	September	October	November	December	January	February	March	April	May	June
Bad Debts	3,200,000	266,667	266,667	266,667	266,667	266,667	266,667	266,667	266,667	266,667	266,667	266,667	266,667
Contracted Services	856,250	33,854	33,854	33,854	33,854	33,854	33,854	33,854	33,854	33,854	33,854	33,854	483,854
Depreciation	60,327,641	6,117,034	141,313	7,584,143	184,729	6,117,034	1,608,421	6,117,034	184,729	7,584,143	141,313	6,117,034	18,430,714
Employee Related Costs - Social	7,407,647	455,140	455,140	455,140	455,140	1,020,040	455,140	455,140	455,140	455,140	455,140	455,140	1,836,203
Employee Related Costs - Wages	35,503,686	2,135,601	2,135,601	2,135,601	2,135,601	10,547,041	2,135,601	2,135,601	2,135,601	2,135,601	2,135,601	2,135,601	3,600,636
General Expenses - Other	22,495,750	549,667	445,667	552,467	477,500	548,000	446,800	548,000	477,500	550,800	444,000	548,000	16,907,350
Interest Expense - External Borrowings	34,097,015	0	0	758,086	931,773	0	758,086	0	931,773	758,086	0	0	29,959,212
Repairs And Maintenance - Municipal Assets	37,308,500	0	0	587,625	3,184,000	0	587,625	0	3,184,000	587,625	0	0	29,177,625
	201,196,489	9,557,963	3,478,241	12,373,582	7,669,264	18,532,636	6,292,194	9,556,296	7,669,264	12,371,916	3,476,575	9,556,296	100,662,261

GEORGE MUNICIPALITY CAPITAL BUDGET 2010/11					Capital Budget Cash flow Projections											
DESCRIPTION	2010/11	Responsible Person	Start Date	End Date	July	Aug	Sept	Oct	Nov	Dec	Jan	Febr	Mar	April	May	June
<u>CIVIL AND TECHNICAL SERVICES</u>																
FURNITURE AND FITTINGS	50,000	A May	Oct 10	Nov 10				30,000	20,000							
HEALTH AND SAFETY	500,000	H Jansen	Feb 11	Apr 11				20,000	50,000	30,000	30,000	100,000	200,000	200,000		
ACCESS FOR DISABLED PERSONS	200,000	A May	Oct 10	Mar 11								30,000	40,000			
Sub-total	750,000				-	-	-	50,000	70,000	30,000	30,000	130,000	240,000	200,000	-	-
<u>STREETS AND STORMWATER</u>																
BUILDING OF CONCRETE CANALS & DRAINS: THEMBALETHU, M	900,000	J Quinot	July 10	Feb 11	20,000		200,000	200,000	200,000	100,000	100,000	80,000				
VEHICLES	1,500,000	J Quinot	Nov 10	Dec 10	-	-	-	-	750,000	750,000						
LIGHTING IN INFORMAL AREAS - MAN	112,400	Elektrotech	June 11	June 11												112,400
N2/YORK STREET BRIDGE EXTENSION (SANRAL AGREEMENT)	5,000,000	C Madell	Feb 11	June 11								500,000	1,000,000	1,000,000	1,000,000	1,500,000
PUBLIC WORKS PROGRAM	2,000,000	J Quinot	Aug 10	Nov 10		500,000	500,000	500,000	500,000							
ROBOTS AND INTERSECTION	1,000,000	C Madell	Aug 10	Dec 10		50,000	100,000	100,000	250,000	500,000						
STREETLIGHTS: GEORGE	300,000	Elektrotech	June 11	June 11												300,000
STREET RESEALING: GREATER GEORGE	5,000,000	J Quinot	Sept 10	June 11			500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
STREETLIGHTS: WILDERNIS	100,000	Elektrotech	June 11	June 11												100,000
MOBILITY STRATEGY - MB STR	9,000,000	C Madell	Aug 10	June 11		250,000	250,000	1,000,000	100,000	500,000	1,500,000	1,500,000	1,500,000	500,000	1,000,000	900,000
Sub-total	24,912,400				20,000	800,000	1,550,000	2,300,000	2,300,000	2,350,000	2,100,000	2,580,000	3,000,000	2,000,000	2,500,000	3,412,400
<u>WATER - NETWORKS</u>																
INSTALLATION OF METERS	200,000	A Michaels	Aug 10	May 11		20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	
PROVISION OF WATER TANKS	250,000	J Quinot	Aug 10	Dec 10		50,000	50,000	50,000	50,000	50,000						
NETWORK REHABILITATION	1,500,000	H Jansen	Apr 11	June 11										500,000	500,000	500,000
REPLACE OF FENCE AT CAMPS	100,000	A Michaels	Oct 10	Nov 10				50,000	50,000							
Sub-total	2,050,000				-	70,000	70,000	120,000	120,000	70,000	20,000	20,000	20,000	520,000	520,000	500,000
<u>WATER-PURIFICATION</u>																
MALGAS PUMPING SCHEME - BIG	25,500,000	V Gouws	July 10	Dec 10	1,600,000	1,600,000	2,800,000	5,800,000	6,300,000	7,400,000	-					
RAISING GARDEN ROUTE DAM - BIG	5,500,000	V Gouws	Oct 10	June 11				500,000							2,500,000	2,500,000
REFURBISHMENT OF WATERWORKS - PHASE 2	1,000,000	V Gouws	Aug 10	Sept 10		400,000	600,000									
OUTENIQUE EMERGENCY PIPELINE - DROUGHT GRANT	10,000,000	V Gouws	Sept 10	June 11			2,500,000				2,500,000			2,500,000		2,500,000
BOREHOLES PIPELINE - DROUGHT GRANT	3,250,000	V Gouws	Oct 10	June 11				1,000,000				1,000,000				1,250,000
REFURBISHMENT OF WATERWORKS - MECHANICAL/ELECTRICAL	3,000,000	V Gouws	Sept 10	Dec 10			800,000	800,000	600,000	800,000						
UPGRADING PUMP STATION NO.2	2,000,000	V Gouws	Sept 10	Dec 10			400,000	600,000	600,000	400,000						
EXTENSION OF WATERWORKS - MIG	3,000,000	V Gouws	Dec 10	June 11					500,000			500,000	500,000	500,000	500,000	500,000
SECURITY FENCE AT WATERWORKS	50,000	V Gouws	June 11	June 11												50,000
Sub-total	53,300,000				1,600,000	2,000,000	7,100,000	8,700,000	7,500,000	9,100,000	2,500,000	1,500,000	500,000	3,000,000	3,000,000	6,800,000
<u>SEWERAGE NETWORKS</u>																
CATCH PITS	150,000	G Rowe	July 10	Sept 10	50,000	50,000	50,000									
NETWORK REHABILITATION	1,500,000	G Rowe	July 10	Sept 10	500,000	500,000	500,000									
SEWERAGE RETICULATION: PACALTS DORP - PHASE 2 (THEMB/ASAZANI)	6,500,000	V Gouws	Oct 10	June 10				200,000				500,000	800,000	1,400,000	1,800,000	1,800,000
Sub-total	8,150,000				550,000	550,000	550,000	200,000	-	-	-	500,000	800,000	1,400,000	1,800,000	1,800,000
<u>SEWERAGE TREATMENT WORKS</u>																
TRACTOR	300,000	T Stevens	June 10	June 10												300,000
Sub-total	300,000				-	-	-	-	-	-	-	-	-	-	-	300,000
TOTAL: CIVIL AND TECHNICAL SERVICES	89,462,400				2,170,000	3,420,000	9,270,000	11,370,000	9,990,000	11,550,000	4,650,000	4,730,000	4,560,000	7,120,000	7,820,000	12,812,400

**Objectives, Goals, KPI's and Targets of the Municipality
(Civil Engineering Services)**

Municipal Key Performance Area	IDP Goal/Objective	Key Performance Indicator	Base Line	Annual Targets	Quarterly Targets			
				2010/11	Q1	Q2	Q3	Q4
<i>MKPA 1: Sanitation</i>	To provide and maintain safe and sustainable sanitation management and infrastructure	Percentage of new sewerage connections provided within 1 week of application received	95%	90%	90%	90%	90%	90%
		Percentage of sewerage blockages cleared within 48 hours	98%	98%	98%	98%	98%	98%
		Percentage of formal households with access to basic level of sewerage services	95%	98%	98%	98%	98%	98%
		% of sewerage purified to requirements of SANS (Green drop)	95%	95%	95%	95%	95%	95%

**Objectives, Goals, KPI's and Targets of the Municipality
(Civil Engineering Services)**

Municipal Key Performance Area	IDP Goal/Objective	Key Performance Indicator	Base Line	Annual Targets	Quarterly Targets			
				2010/11	Q1	Q2	Q3	Q4
<i>MKPA 2: Water Services</i>	To provide world class water services in George to promote development and	KPA – Percentage of formal households with access to basic level of water	95%	98%	98%	98%	98%	98%
		Percentage of new water connections within 1 week of application	90%	90%	90%	90%	90%	90%
		% of water losses through network	10%	10%	10%	10%	10%	10%
		% of water losses through purification	10%	10%	10%	10%	10%	10%
		% of pipe bursts repaired within 48 hours	98%	98%	98%	98%	98%	98%
		Replacement of water meters	800	800	200	200	200	200
		% of water purified to meet SANS requirements (Blue drop)	95%	95%	95%	95%	95%	95%
		Replacement of water mains	4400	1000	250	250	250	250

**Objectives, Goals, KPI's and Targets of the Municipality
(Civil Engineering Services)**

Municipal Key Performance Area	IDP Goal/Objective	Key Performance Indicator	Base Line	Annual Targets	Quarterly Targets			
				2010/11	Q1	Q2	Q3	Q4
MKPA 2: Water Services	To provide world class water services in George to promote	KPA – Percentage of households with access to basic level of water	95%	95%	95%	95%	95%	95%
		Percentage of new water connections within 1 week of application	95%	95%	95%	95%	95%	95%
		% of water losses through network	10%	10%	10%	10%	10%	10%
		% of water losses through purification	10%	10%	10%	10%	10%	10%
		% of pipe bursts repaired within 48 hours	98%	98%	98%	98%	98%	98%
		Replacement of water meters	800	800	200	200	200	200
		% of water purified to meet SANS requirements	95%	95%	95%	95%	95%	95%
		Replacement of water mains	4400	4400	0	0	0	0

Objectives, Goals, KPI's and Targets of the Municipality (Civil Engineering Services)								
Municipal Key Performance Area	IDP Goal/Objective	Key Performance Indicator	Base Line	Annual Targets	Quarterly Targets			
				2010/11	Q1	Q2	Q3	Q4
<i>MKPA 3: Roads, Storm water drainage and Sidewalks</i> <i>MKPA 4: Transport Planning & Traffic Engineering</i>	To provide and maintain storm water infrastructure to ensure a safe environment and limit damage due to flooding	% of formal households provided with storm water services	75%	100%	75%	80%	90%	100%
		% of manholes cleared of debris	30%	30%	30%	30%	30%	30%
	To provide world class transport routes and functional streets safe for all modes of transport	m ² of gravel streets upgraded to permanent surface	8000	8000	1000	2000	2000	3000
		Km of tarred roads resealed	7	6	0	0.5	2.5	3
<i>KPA 30: People Management and Empowerment</i>	Effective management of the Civil Engineering Services Department	% of approved capital projects completed within time	85%	95%	25%	50%	75%	95%
		% of council decisions applicable to department implemented	98%	98%	98%	98%	98%	98%

Municipal Key Performance Area		Key Performance Indicator	Base Line	Annual Targets	Quarterly Targets			
				2010/11	Q1	Q2	Q3	Q4
KPA 20: Financial viability and management		% of land development applications commented on within 14 days	80%	90%	90%	90%	90%	90%
		% of building plan applications commented on within 14 days	90%	90%	90%	90%	90%	90%
		% of budgeted master plans approved	100%	100%	90%	90%	90%	90%
(Generic KPA's for all Departments)								
Municipal Key Performance Area	IDP Goal/Objective	Key Performance Indicator	Base Line		Quarterly Targets			
				2010/11	Q1	Q2	Q3	Q4
KPA 29: Occupational Health and Safety	To provide a safe and healthy work environment to all employees	Attendance of monthly Departmental SHE meeting	12	12	3	3	3	3
		Attendance of quartery Central SHE meeting	4	4	1	1	1	1
KPA 28: Training and capacity building	To facilitate training and development of employees and councillors	Number of Departmental employees send on <u>external</u> training	5	7	1	3	2	1
		Number of Departmental employees send on <u>internal</u> training	10	15	3	4	4	4

(Generic KPA's for all Departments)								
Municipal Key Performance Area	IDP Goal/Objective	Key Performance Indicator	Base Line	Quarterly Targets				
				2010/11	Q1	Q2	Q3	Q4
<i>KPA 20: Financial viability and management</i>	Effective management of the Department	% of Capital Budget Spend	98%	98%	25%	50%	75%	98%
		% of Operational Budget Spend	98%	98%	25%	50%	75%	98%
	To comply and implement the supply chain management regulations	Number of procurement deviations	0	0	0	0	0	0
<i>KPA 33: Administrative support</i>	Effective management of the Department	% of council decisions applicable to department implemented	98%	98%	98%	98%	98%	98%

Electro-technical Services

Senior Manager: K Grunewald

Service Delivery Unit	Government Financial Statistic (Vote) Classification
Electricity : Administration	Electricity
Electricity : Distribution	Electricity
Fleet Management	Finance & Admin
Cost Account : Workshop - Mechanical	Other

Summary 20010/11 Budget

R'000

	Original Budget	July	August	September	October	November	December	January	February	March	April	May	June
Operating Expenditure (excl. Admin Recharges)	288,062	27,355	25,698	19,807	20,581	15,886	19,535	15,832	19,448	19,998	15,584	16,399	71,938
Operating Income	351,309	29,200	29,200	29,420	29,200	29,200	29,420	29,200	29,200	29,420	29,200	29,200	29,450
Capital Expenditure	55,290	535	1,175	21,910	2,235	6,835	6,510	6,775	2,115	2,095	2,295	2,275	535

Electro-technical Services

Operating Budget

Revenue 2010/11 By Service Delivery Unit R'000

	Original Budget	July	August	September	October	November	December	January	February	March	April	May	June
Electricity: Administration	(1,178,802)	(98,234)	(98,234)	(98,234)	(98,234)	(98,234)	(98,234)	(98,234)	(98,234)	(98,234)	(98,234)	(98,234)	(98,234)
Electricity: Distribution	(350,130,000)	(29,101,667)	(29,101,667)	(29,321,667)	(29,101,667)	(29,101,667)	(29,321,667)	(29,101,667)	(29,101,667)	(29,321,667)	(29,101,667)	(29,101,667)	(29,351,667)
	(351,308,802)	(29,199,900)	(29,199,900)	(29,419,900)	(29,199,900)	(29,199,900)	(29,419,900)	(29,199,900)	(29,199,900)	(29,419,900)	(29,199,900)	(29,199,900)	(29,449,900)

Revenue 2010/11 By Revenue Source R'000

	Original Budget	July	August	September	October	November	December	January	February	March	April	May	June
Fines	(10,000)	-	-	(2,500)	-	-	(2,500)	-	-	(2,500)	-	-	(2,500)
Grants and Subsidies Received - Capital	(6,000,000)	(500,000)	(500,000)	(500,000)	(500,000)	(500,000)	(500,000)	(500,000)	(500,000)	(500,000)	(500,000)	(500,000)	(500,000)
Grants and Subsidies Received - Operating	(4,010,000)	(334,167)	(334,167)	(334,167)	(334,167)	(334,167)	(334,167)	(334,167)	(334,167)	(334,167)	(334,167)	(334,167)	(334,167)
Interest Earned - Outstanding Debtors	(850,000)	(70,833)	(70,833)	(70,833)	(70,833)	(70,833)	(70,833)	(70,833)	(70,833)	(70,833)	(70,833)	(70,833)	(70,833)
Other Revenue	(3,912,802)	(325,234)	(325,234)	(325,234)	(325,234)	(325,234)	(325,234)	(325,234)	(325,234)	(325,234)	(325,234)	(325,234)	(335,234)
Service Charges - Electricity	(336,526,000)	(27,969,667)	(27,969,667)	(28,187,167)	(27,969,667)	(27,969,667)	(28,187,167)	(27,969,667)	(27,969,667)	(28,187,167)	(27,969,667)	(27,969,667)	(28,207,167)
	(351,308,802)	(29,199,900)	(29,199,900)	(29,419,900)	(29,199,900)	(29,199,900)	(29,419,900)	(29,199,900)	(29,199,900)	(29,419,900)	(29,199,900)	(29,199,900)	(29,449,900)

Electro-technical Services

Operating Budget

Expenditure 2010/11 By Service Delivery Unit R'000

	Original Budget	July	August	September	October	November	December	January	February	March	April	May	June
Electricity: Administration	7,691,298	619,136	607,469	619,136	607,469	619,136	607,469	619,136	607,469	619,136	607,469	619,136	939,139
Electricity: Distribution	264,213,955	26,542,705	24,897,811	18,975,609	19,771,257	15,073,675	18,716,925	15,019,507	18,638,925	19,166,450	14,783,805	15,585,981	57,041,304
Fleet Management	15,094,048	175,451	175,118	179,951	184,685	175,451	179,618	175,451	184,685	179,951	175,118	175,451	13,133,118
Mechanical Workshop	1,062,393	18,127	17,327	32,202	17,327	18,127	31,402	18,127	17,327	32,202	17,327	18,127	824,772
	288,061,694	27,355,419	25,697,725	19,806,898	20,580,738	15,886,389	19,535,414	15,832,221	19,448,406	19,997,739	15,583,719	16,398,695	71,938,332

Expenditure 2010/11 By Type R'000

	Original Budget	July	August	September	October	November	December	January	February	March	April	May	June
Bad Debts	300,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
Bulk Purchases	192,000,000	23,469,863	21,838,302	12,434,130	12,616,588	12,000,833	12,188,779	11,946,665	11,484,256	12,624,971	11,724,296	12,513,139	37,158,178
Contracted Services	9,850,000	820,833	820,833	820,833	820,833	820,833	820,833	820,833	820,833	820,833	820,833	820,833	820,833
Depreciation	14,937,790	-	-	-	4,091,827	-	-	-	4,091,827	-	-	-	6,754,135
Employee Related Costs - Social	4,983,819	218,055	218,055	219,880	218,055	218,055	219,880	218,055	218,055	219,880	218,055	218,055	2,579,739
Employee Related Costs - Wages	23,486,166	1,784,244	1,783,444	1,784,244	1,783,444	1,784,244	1,783,444	1,784,244	1,783,444	1,784,244	1,783,444	1,784,244	3,863,484
General Expenses - Other	14,286,000	605,225	579,892	621,725	592,792	605,225	596,392	605,225	592,792	621,725	579,892	605,225	7,679,892
Interest Expense - External Borrowings	16,304,320	430,449	430,449	3,189,086	430,449	430,449	3,189,086	430,449	430,449	3,189,086	430,449	430,449	3,293,471
Repairs And Maintenance - Municipal Assets	11,913,600	1,750	1,750	712,000	1,750	1,750	712,000	1,750	1,750	712,000	1,750	1,750	9,763,600
	288,061,694	27,355,419	25,697,725	19,806,898	20,580,738	15,886,389	19,535,414	15,832,221	19,448,406	19,997,739	15,583,719	16,398,695	71,938,332

GEORGE MUNICIPALITY CAPITAL BUDGET 2010/11					Capital Budget Cash flow Projections											
DESCRIPTION	2010/11	Responsible Person	Start Date	End Date	July	Aug	Sept	Oct	Nov	Dec	Jan	Febr	Mar	April	May	June
ELECTRO-TECHNICAL SERVICES																
EXPANSION OF 66KV MAIN NETWORK																
SCHAAPKOP 132/66KV SUBSTATION - PHASE 3	20,000,000	K Grunewald	Jul 10	May 11	500,000	500,000	1,000,000	1,000,000	5,000,000	5,000,000	5,000,000	500,000	500,000	500,000	500,000	
ESKOM EXTENTION COSTS	20,000,000	K Grunewald	Jul 10	Jul 11			20,000,000									
EXPANSION OF MAIN RE MASTER PLAN	500,000		April 10	June 11									100,000	200,000	200,000	
HEROLDS BAY SUBSTATION: CONNECTION AND SITE PREPERATION	3,000,000	K Grunewald	Aug 10	March 11		300,000	300,000	500,000	500,000	500,000	500,000	400,000				
Sub-Total	43,500,000				500,000	800,000	21,300,000	1,500,000	5,500,000	5,500,000	5,500,000	900,000	600,000	700,000	700,000	0
ENERGY MANAGEMENT																
ENERGY MANAGEMENT - DEMAND SIDE GRANT	4,000,000	K Grunewald	Jul 10	June 11	0	0	0	0	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
LOAD CONTROL AND POWER FACTOR	200,000	K Grunewald	Jan 11	April 11		200,000										
RENEWABLE ENERGY	300,000	K Grunewald	March 11	May 11									100,000	100,000	100,000	
Sub-Total	4,500,000				0	200,000	0	0	500,000	500,000	500,000	500,000	600,000	600,000	600,000	500,000
CONTROL PROTECTION AND COMMUNICATION																
CONTROL CENTRUM : 11 KV SAFETY	200,000	K Grunewald	Aug 10	May 11		20,000		20,000		50,000	10,000	50,000	20,000		30,000	
PROTECTION SYSTEM	200,000	K Grunewald	July 10	May 11	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000		20,000	
Sub-Total	400,000				20,000	40,000	20,000	40,000	20,000	70,000	30,000	70,000	40,000	0	50,000	0
REPLACEMENT OF OBSOLETE 11KV SWITCHGEAR & EQUIPMENT																
REPLACE OBSOLETE AND OVERLOADED 11KV SWITCHGEAR	500,000	K Grunewald	Jan 11	April 11							100,000	100,000	100,000	200,000		
Sub-Total	500,000				0	0	0	0	0	0	100,000	100,000	100,000	200,000	0	0
UPGRADING OF OBSOLETE LOW VOLTAGE NETWORK CABLES																
L/T LINES-GEORGE	1,000,000	K Grunewald	Sept 10	May 11			200,000		200,000		100,000		200,000	200,000	100,000	
L/T LINES-PACALTS DORP	200,000	K Grunewald	Aug 10	Oct 10		100,000		100,000								
L/T LINES-WILDERNIS	100,000	K Grunewald	Sept 10	April 11			50,000							50,000		
Sub-Total	1,300,000				0	100,000	250,000	100,000	200,000	0	100,000	0	200,000	250,000	100,000	0
ELECTRIFICATION																
LOW VOLTAGE UPGRADING AND DIVERSIONS	200,000	K Grunewald	July 10	June 11	10,000	20,000	20,000	20,000	10,000	20,000	10,000	20,000	20,000	20,000	10,000	20,000
RETICULATION SCHEMES - DME GRANT	2,000,000	K Grunewald	Sepr 10	May 11			100,000	200,000	300,000	200,000	300,000	200,000	200,000	200,000	300,000	
INFORMAL AREAS UNDERGROUND CONNECTION	2,500,000	K Grunewald	Sept 10	May 11			200,000	200,000	300,000	200,000	200,000	300,000	300,000	300,000	500,000	
Sub-Total	4,700,000				10,000	20,000	320,000	420,000	610,000	420,000	510,000	520,000	520,000	520,000	810,000	20,000
EQUIPMENT																
IMQS MODULE	160,000	K Grunewald	Sept 10	Nov 10				160,000								
FURNITURE AND FITTINGS	50,000	K Grunewald	July 10	June 11	5,000	5,000		5,000	5,000		5,000	5,000	5,000	5,000	5,000	5,000
MOBILE RADIOS	20,000	K Grunewald	Sept 10	Sept 10			20,000	10,000			10,000		10,000		10,000	10,000
SAFETY EQUIPMENT	60,000	K Grunewald	Aug 10	June 11		10,000										
Sub-Total	290,000				5,000	15,000	20,000	175,000	5,000	0	15,000	5,000	15,000	5,000	15,000	15,000
UPGRADING AND EXTENSION OF BUILDINGS																
SAFETY: OHSA	100,000	K Grunewald	Dec 10	April 11						20,000	20,000	20,000	20,000	20,000		
Sub-Total	100,000				0	0	0	0	0	20,000	20,000	20,000	20,000	20,000	0	0
TOTAL: ELECTRO-TECHNICAL SERVICES	55,290,000				535,000	1,175,000	21,910,000	2,235,000	6,835,000	6,510,000	6,775,000	2,115,000	2,095,000	2,295,000	2,275,000	535,000

Objectives, Goals, KPI's and Targets of the Municipality (Department: Electro Technical Services)								
Municipal Key Performa nce Area	IDP Goal/Obje ctive	Key Performance Indicator	Base Line	2010/11	Quarterly Targets			
					Q1	Q2	Q3	Q4
KPA 5: <i>Electricity</i> KPA 6: <i>Street lightning</i> KPA 7: <i>Traffic Lights</i>	Effective managem ent of the	% of planned capital budget spending	90%	90%	80 - 100%.	80 - 100%.	80 - 100%.	80 - 100%.
		Total losses	<10%	<10%	<10%	<10%	<10%	<10%
		Electricity master plan updated and aligned with budget & IDP	100%	95%	80%	85%	90%	95%
		3 Year capital budget aligned with master plans and IDP to address immediate needs	100%	95%	80%	85%	90%	95%
		KPA – Interventions to address the skills shortage to enable compliance with approved employment equity plan	70%	70%	70%	70%	70%	70%
		Staff complement	70%	70%	70%	70%	70%	70%
			150	150	150	150	150	150
		Quality of Supply	90%	90%	90%	90%	90%	90%
		Affordable, effective and efficient administration	90%	90%	90%	90%	90%	90%

**Objectives, Goals, KPI's and Targets of the Municipality
(Department: Electro Technical Services)**

Municipal Key Performance Area	IDP Goal/Objective	Key Performance Indicator	Base Line	2010/11	Quarterly Targets			
					Q1	Q2	Q3	Q4
	To distribute electricity to all residents in George	KPA – Percentage of households in formal areas with access to basic level of electricity. (subject to availability of funds)	100%	100%	100%	100%	100%	100%
		Quality of service	90%	90%	90%	90%	90%	90%
		Quality of supply	90%	90%	90%	90%	90%	90%
	Electrification of all households in George	Percentage of new informal areas supplied with electricity as planned (subject to availability of funds)	100%	95%	80%	90%	90%	95%
		Preventative maintenance programmes in place and active	80%	70%	70%	70%	70%	70%
		Number of fatal workplace incidents	0	0	0	0	0	0
		Fleet Management system to manage & replace units economically	90%	90%	90%	90%	90%	90%

Municipal Key Performa	IDP Goal/Objective	Key Performance Indicator	Base Line	Quarterly Targets				
				2010/11	Q1	Q2	Q3	Q4
KPA 29: Occupational Health and Safety	To provide a safe and healthy work environment to all employees	Attendance of monthly Departmental SHE meeting	12	12	3	3	3	3
		Attendance of quarterly Central SHE meeting	4	4	1	1	1	1
KPA 28: Training and capacity building	To facilitate training and development of employees and councillors	Number of Departmental employees send on <u>external</u> training	5	7	1	3	2	1
		Number of Departmental employees send on <u>internal</u> training	10	15	3	4	4	4
KPA 20: Financial viability and management	Effective management of the Department	% of Capital Budget Spend	98%	98%	25%	50%	75%	98%
		% of Operational Budget Spend	98%	98%	25%	50%	75%	98%
	To comply and implement the supply chain management regulations	Number of procurement deviations	0	0	0	0	0	0
KPA 33: Administrative support	Effective management of the Department	% of council decisions applicable to department implemented	98%	98%	98%	98%	98%	98%

Planning & Housing

Senior Manager: S Erasmus

Service Delivery Unit	Government Financial Statistic (Vote) Classification
Housing Admin	Housing
Planning	Planning & Development
Properties	Finance & Admin
Director : Planning & Housing	Planning & Development

Summary 2010/11 Budget

R'000

	Original Budget	July	August	September	October	November	December	January	February	March	April	May	June
Operating Expenditure (excl. Admin Rechar	69,973	8,128	9,409	9,961	13,744	6,784	2,715	1,705	2,168	1,868	1,396	1,446	10,650
Operating Income	49,765	835	396	396	396	396	396	396	396	396	396	396	44,965
Capital Expenditure	10,790	454	299	584	519	2,902	50	353	697	1,103	872	1,153	1,804

Planning & Housing

Operating Budget

Revenue 2010/11 By Service Delivery Unit R'000

	Original Budget	July	August	September	October	November	December	January	February	March	April	May	June
Director: Planning & Housing	-	-	-	-	-	-	-	-	-	-	-	-	-
Housing Administration	(44,309,000)	(10,837)	(10,833)	(10,833)	(10,833)	(10,833)	(10,833)	(10,833)	(10,833)	(10,833)	(10,833)	(10,833)	(44,189,833)
Town Planning	(4,816,000)	(374,255)	(374,247)	(374,247)	(374,247)	(374,247)	(374,247)	(374,247)	(374,247)	(374,247)	(374,247)	(374,247)	(699,275)
Properties	(640,000)	(450,000)	(11,363)	(11,363)	(11,363)	(11,363)	(11,363)	(11,363)	(11,363)	(11,363)	(11,363)	(11,363)	(76,370)
	(49,765,000)	(835,092)	(396,443)	(396,443)	(396,443)	(396,443)	(396,443)	(396,443)	(396,443)	(396,443)	(396,443)	(396,443)	(44,965,478)

Revenue 2010/11 By Revenue Source R'000

	Original Budget	July	August	September	October	November	December	January	February	March	April	May	June
Fines	(60,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
Grants & Subsidies Received - Capital	(3,400,000)	-	-	-	-	-	-	-	-	-	-	-	(3,400,000)
Grants & Subsidies Received - Operating	(40,579,000)	-	-	-	-	-	-	-	-	-	-	-	(40,579,000)
Other Revenue	(5,021,000)	(369,255)	(369,247)	(369,247)	(369,247)	(369,247)	(369,247)	(369,247)	(369,247)	(369,247)	(369,247)	(369,247)	(959,275)
Rent of Facilities and Equipment	(705,000)	(460,837)	(22,196)	(22,196)	(22,196)	(22,196)	(22,196)	(22,196)	(22,196)	(22,196)	(22,196)	(22,196)	(22,203)
	(49,765,000)	(835,092)	(396,443)	(396,443)	(396,443)	(396,443)	(396,443)	(396,443)	(396,443)	(396,443)	(396,443)	(396,443)	(44,965,478)

Planning & Housing

Operating Budget

Expenditure 2010/11 By Service Delivery Unit R'000

	Original Budget	July	August	September	October	November	December	January	February	March	April	May	June
Director: Planning & Housing	2,191,175	142,999	153,999	158,699	142,999	196,489	150,999	158,999	231,499	150,499	143,499	151,499	408,994
Housing Administration	52,977,154	7,386,105	8,593,889	8,725,450	12,821,269	5,464,394	1,299,380	846,263	1,051,699	605,695	624,645	676,445	4,881,923
Town Planning	10,154,617	570,986	623,536	853,486	696,736	1,010,236	1,061,417	622,006	790,586	903,486	594,986	584,986	1,842,173
Properties	4,650,535	27,963	37,797	222,963	82,797	112,913	202,797	77,963	94,597	207,963	32,797	32,963	3,517,022
Total Expenditure by Vote	69,973,480	8,128,053	9,409,220	9,960,598	13,743,801	6,784,032	2,714,592	1,705,231	2,168,381	1,867,643	1,395,926	1,445,893	10,650,112

Expenditure 2010/11 By Type R'000

	Original Budget	July	August	September	October	November	December	January	February	March	April	May	June
Bad Debts	-	-	-	-	-	-	-	-	-	-	-	-	-
Contracted Services	38,854,000	6,517,210	7,420,994	7,884,505	11,309,689	4,463,902	289,800	38,900	4,800	274,800	4,800	4,800	639,800
Depreciation	5,711,556	-	-	-	-	-	-	-	-	-	-	-	5,711,556
Employee Related Costs - Social	2,730,208	204,634	204,634	204,634	204,634	204,634	245,134	216,234	405,134	204,634	204,634	204,634	226,636
Employee Related Costs - Wages	12,657,621	969,843	963,843	963,843	963,843	1,627,308	987,343	1,057,016	993,743	963,843	963,843	987,343	1,215,805
Genral Expenses - Other	8,133,091	399,366	762,749	748,116	1,009,021	481,188	437,449	391,081	577,090	396,866	222,649	247,116	2,460,402
Grants and Subsidies Paid	150,000	-	-	-	-	-	-	-	-	-	-	-	150,000
Interest expense - External Borrowings	1,312,004	-	-	-	187,613	-	727,366	-	187,613	-	-	-	209,412
Repairs and Maintenance - Municipal Assets	425,000	37,000	57,000	159,500	69,000	7,000	27,500	2,000	-	27,500	-	2,000	36,500
Total Expenditure by Type	69,973,480	8,128,053	9,409,220	9,960,598	13,743,801	6,784,032	2,714,592	1,705,231	2,168,381	1,867,643	1,395,926	1,445,893	10,650,112

GEORGE MUNICIPALITY CAPITAL BUDGET 2010/11						Capital Budget Cash flow Projections											
Asset ID	DESCRIPTION	2010/11	Responsib le Person	Start Date	End Date	July	Aug	Sept	Oct	Nov	Dec	Jan	Febr	Mar	April	May	June
	PLANNING AND HOUSING																
	HOUSING - ADMIN																
	FURNITURE AND FITTINGS	50,000	SB Erasmus	June 11	June 11												50000
NEW	FENCE TOWSRANTEN	900,000	T de Beer	May 11	June 11											450000	450000
MAN	THEMBALETHU: REPLACEMENT OF ZAMAZAMA CRECHE	500,000	T de Beer	Aug 10	June 11		5000				10000	20000		5000			460000
MAN	TRANSIT CAMP (DEURGANGSKAMP): SYFERFONTEIN	400,000	S Carstens	Sept 10	June 11			5000							175000		220000
MAN	PARKDENE CRECHE	2,200,000	T de Beer	Sept 10	June 11			5000				293000	403000	399000	403000	344000	353000
MAN	PALISSADE FENCE: PARKDENE CRECHE	210,000	T de Beer	Oct 10	Mar 11				5000					205000			
MAN	PAVING: PARKDENE CRECHE	50,000	T de Beer	May 11	June 11											25000	25000
MAN	BURGLAR BARS: PARKDENE CRECHE	80,000	T de Beer	May 11	June 11											40000	40000
5006	UPGRADING OF INFORMAL HOUSING AREAS : TOILETS	3,000,000	T de Beer	July 10	June 11	442000	294000	294000	294000	294000			294000	294000	294000	294000	206000
NEW	UPGRADING OF INFORMAL HOUSING AREAS	3,000,000	T de Beer	July 10	Nov 11	12000		280000	200000	2508000							
COM	KLEINKRANTZ CRECHE, ERF 1480	400,000	T de Beer	Oct 10	Mar 11				20000	100000	40000	40000		200000			
	Sub-total	10,790,000				454000	299000	584000	519000	2902000	50000	353000	697000	1103000	872000	1153000	1804000
	TOTAL: PLANNING & HOUSING	10,790,000				454000	299000	584000	519000	2902000	50000	353000	697000	1103000	872000	1153000	1804000

Objectives, Goals, KPI's and Targets of the Municipality								
Department: Planning and Housing								
Municipal Key Performance Area	IDP Goal/Objective	Key Performance Indicator	Base Line	Annual Targets	Quarterly Targets			
				2010/11	Quarter 1: 30- Sept 2010	Quarter 2: Dec 2010	Quarter 3: Mar 2011	Quarter 4: Jun 2011
KPA 8: Housing	To provide for the needs of the homeless by providing safe and integrated human settlements	Number of new low cost housing units build (targets are subject to the timeous awarding of tender.)	130	600	150	150	150	150
EH	Number of new Crèches built	The building of Parkdene Community Creche	1	Completion of Parkdene Community Creche by June 2011.	Await unlocking of funding from Finance Department	Awarding of tender	Commencement of work	Completion of work
CP	Number of new Crèches upgraded	Upgrading of Kleinkrantz Community Creche	1	Completion of Kleinkrantz Community Creche by June 2011.	Await unlocking of funding from Finance Department	Awarding of tender	Commencement of work	Completion of work

Municipal Key Performance Area	IDP Goal/Objective	Key Performance Indicator	Base Line	Annual Targets	Quarterly Targets			
				2010/11	Quarter 1: 30- Sept 2010	Quarter 2: Dec 2010	Quarter 3: Mar 2011	Quarter 4: Jun 2011
<i>EH</i>	Number of new Community Halls built	Progress towards completion of Parkdene Community Hall	1	Completion of Parkdene Community Hall by September 2011.	Constuction of work	Completion of work		
<i>EH</i>		Progress towards completion of Kleinkrantz Community Hall	1	Completion of Kleinkrantz Community Hall by June 2011	Await funding from Finance Department (subject to receipt of loan funding)	Awarding of tender	Commencement of work	Completion of work
<i>EH</i>		Thembaletu Community Hall	1	Completion of Thembaletu Community Hall by June 2011	Await funding from Finance Department (subject to receipt of loan funding)	Awarding of tender	Commencement of work	Completion of work
<i>EH</i>	Quality control of housing units	Quality control on number of housing units	390	1800	450	450	450	450
<i>AA</i>	Informal Settlements: Site visits	Hot spots	1680	1680	420	420	420	420
<i>AA</i>		Routine inspections	528	528	132	132	132	132
<i>AA</i>		Inspection of rudimentary services	528	528	132	132	132	132
<i>EH</i>	Community meetings	No. of community meetings held regarding housing projects	12	5	1	2	1	1

Objectives, Goals, KPI's and Targets of the Municipality								
Department: Planning and Housing								
Municipal Key Performance Area	IDP Goal/Objective	Key Performance Indicator	Base Line	Annual Targets	Quarterly Targets			
				2010/11	Quarter 1: 30- Sept 2010	Quarter 2: Dec 2010	Quarter 3: Mar 2011	Quarter 4: Jun 2011
<i>EH</i>	Completed subsidy forms	Completed subsidy forms submitted to Province	130	40	10	10	10	10
<i>EH</i>	Final delivery forms	Completion of final delivery forms	130	600	150	150	150	150
<i>EH</i>	Project meetings	Project meetings	12	18	5	5	4	4
<i>BB</i>	Transfer documentation	Transfer documentation	500	500	140	140	140	130

Objectives, Goals, KPI's and Targets of the Municipality								
Department: Planning and Housing								
Municipal Key Performance Area	IDP Goal/Objective	Key Performance Indicator	Base Line	Annual Targets	Quarterly Targets			
				2010/11	Quarter 1: 30- Sept 2010	Quarter 2: Dec 2010	Quarter 3: Mar 2011	Quarter 4: Jun 2011
<i>KPA 9: Spatial Planning SC</i>	Implementation of an Integrated Zoning Scheme	Completion of the George Integrated Zoning Scheme	Functional Integrated Zoning Scheme	Committee approved IZS	Finalise Draft IZS	Finalise Draft IZS	Finalise Public Participation process	Submit Final Draft IZS to Committee for Approval
NK	Address all illegal buildings reported to Planning Dept.	% of actions taken in relation to all complaints received.	75%	80%	80%	80%	80%	80%
CP	Successful processing of Land Use applications	To complete all land use applications within 6 months after submission with at least 75% applications completed per month.	75%	75%	75%	75%	75%	75%

Objectives, Goals, KPI's and Targets of the Municipality								
Department: Planning and Housing								
Municipal Key Performance Area	IDP Goal/Objective	Key Performance Indicator	Base Line	Annual Targets	Quarterly Targets			
				2010/11	Quarter 1: 30- Sept 2010	Quarter 2: Dec 2010	Quarter 3: Mar 2011	Quarter 4: Jun 2011
SC	Spatial Development Framework	Completion of the George Spatial Development Framework.	Functional SDF	Committee approved SDF	Finalise Draft SDF	Finalise Draft SDF	Finalise Public Participation process	Submit Final Draft SDF to Committee for Approval
SC	Spatial Development Plans	Completion of the 7 Spatial Development Plans identified areas in George	Functional SDP's	Committee approved SDP's	Finalise Draft SDP	Finalise Draft SDP	Finalise Public Participation process	Submit Final Draft SDP's to Committee for Approval
NK	Successful approval of building plans	% of building plan applications successfully approved within eight weeks minus delays caused by applicants or other authorities	75%	80%	80%	75%	75%	75%
DG	Managing alienation of Council Property	All awarded property sales in place within time limits in terms of due processes which need to be followed.	Percentage complied	75%	75%	75%	75%	75%
DG	Managing leases of Council property	All awarded property leases in place within time limits in terms of due processes which need to be followed.	Percentage complied	75%	75%	75%	75%	75%

Objectives, Goals, KPI's and Targets of the Municipality								
(Generic KPA's for all Departments)								
Municipal Key Performance Area	IDP Goal/Objective	Key Performance Indicator	Base Line		Quarterly Targets			
					2010/11	Q1	Q2	Q3
KPA 29: Occupational Health and Safety	To provide a safe and healthy work environment to all employees	Attendance of monthly Departmental SHE meeting	12	12	3	3	3	3
		Attendance of quarterly Central SHE meeting	4	4	1	1	1	1
KPA 28: Training and capacity building	To facilitate training and development of employees and councillors	Number of Departmental employees send on <u>external</u> training	5	7	1	3	2	1
		Number of Departmental employees send on <u>internal</u> training	10	15	3	4	4	4
KPA 20: Financial viability and management	Effective management of the Department	% of Capital Budget Spend	98%	98%	25%	50%	75%	98%
		% of Operational Budget Spend	98%	98%	25%	50%	75%	98%
	To comply and implement the supply chain management regulations	Number of procurement deviations	0	0	0	0	0	0
KPA 33: Administrative support	Effective management of the Department	% of council decisions applicable to department implemented	98%	98%	98%	98%	98%	98%

Community Safety Services

Senior Manager: D Beeka

Service Delivery Unit	Government Financial Statistic (Vote) Classification
Fire Brigade	Public Safety
Informal Trading Control	Other
Safety/Security	Public Safety
Traffic : Drivers Licence	Road Transport
Traffic : Law Enforcement	Public Safety
Traffic : Vehicle Registration	Road Transport
Traffic : Vehicle Testing Centre	Road Transport

Summary 2010/11 Budget

R'000

	Original Budget	July	August	September	October	November	December	January	February	March	April	May	June
Operating Expenditure (excl. A)	44,607	2,496	2,473	2,655	3,255	2,516	2,632	2,496	3,255	2,655	2,473	2,496	15,204
Operating Income	22,496	55	55	68	55	55	68	55	55	68	55	55	21,853
Capital Expenditure	6,950	-	-	-	150	250	200	300	300	425	25	-	5,300

Community Safety

Operating Budget

Revenue 2010/11 By Service Delivery Unit R'000

	Original Budget	July	August	September	October	November	December	January	February	March	April	May	June
Fire Services	(60,000)	-	-	(12,500)	-	-	(12,500)	-	-	(12,500)	-	-	(22,500)
Hawker Control	(248,600)	-	-	-	-	-	-	-	-	-	-	-	(248,600)
Traffic: Drivers' Licences	(2,322,100)	(55,008)	(55,008)	(55,008)	(55,008)	(55,008)	(55,008)	(55,008)	(55,008)	(55,008)	(55,008)	(55,008)	(1,717,008)
Traffic: Law Enforcement	(11,365,000)	-	-	-	-	-	-	-	-	-	-	-	(11,365,000)
Traffic: Vehicle Registration	(5,180,300)	-	-	-	-	-	-	-	-	-	-	-	(5,180,300)
Traffic: Vehicle Testing	(3,320,000)	-	-	-	-	-	-	-	-	-	-	-	(3,320,000)
	(22,496,000)	(55,008)	(55,008)	(67,508)	(55,008)	(55,008)	(67,508)	(55,008)	(55,008)	(67,508)	(55,008)	(55,008)	(21,853,408)

Revenue 2010/11 By Revenue Source R'000

	Original Budget	July	August	September	October	November	December	January	February	March	April	May	June
Fines	(11,353,600)	-	-	-	-	-	-	-	-	-	-	-	(11,353,600)
Grants & Subsidies Received	(3,000,000)	-	-	-	-	-	-	-	-	-	-	-	(3,000,000)
Income from Agency Services	(5,000,000)	-	-	-	-	-	-	-	-	-	-	-	(5,000,000)
Licences and Permits	(2,822,100)	(55,008)	(55,008)	(55,008)	(55,008)	(55,008)	(55,008)	(55,008)	(55,008)	(55,008)	(55,008)	(55,008)	(2,217,008)
Other Revenue	(70,300)	-	-	(12,500)	-	-	(12,500)	-	-	(12,500)	-	-	(32,800)
Rent of Facilities and Equipment	(240,000)	-	-	-	-	-	-	-	-	-	-	-	(240,000)
Service charges - Other	(10,000)	-	-	-	-	-	-	-	-	-	-	-	(10,000)
	(22,496,000)	(55,008)	(55,008)	(67,508)	(55,008)	(55,008)	(67,508)	(55,008)	(55,008)	(67,508)	(55,008)	(55,008)	(21,853,408)

Community Safety

Operating Budget

Expenditure 2010/11 By Service Delivery Unit R'000

	Original Budget	July	August	September	October	November	December	January	February	March	April	May	June
Fire Services	8,087,019	560,688	557,188	560,688	833,636	580,558	557,188	560,688	833,636	560,688	557,188	560,688	1,364,186
Hawker Control	1,305,740	107,820	106,153	109,245	106,320	107,820	107,578	107,820	106,320	109,245	106,153	107,820	123,445
Security Services	3,395,593	278,683	277,849	279,308	277,849	278,683	278,474	278,683	277,849	279,308	277,849	278,683	332,374
Traffic: Drivers' Licence	1,501,039	26,388	23,455	26,738	25,122	26,388	23,805	26,388	25,122	26,738	23,455	26,388	1,221,050
Traffic: Law Enforcement	27,054,768	1,318,900	1,310,483	1,437,150	1,804,907	1,318,900	1,428,733	1,318,900	1,804,907	1,437,150	1,310,483	1,318,900	11,245,353
Traffic: Vehicle Registration	2,533,023	154,620	149,203	192,745	158,203	154,620	187,328	154,620	158,203	192,745	149,203	154,620	726,916
Traffic Vehicle Testing	730,179	48,996	48,996	49,146	49,113	48,996	49,146	48,996	49,113	49,146	48,996	48,996	190,540
	44,607,360	2,496,095	2,473,328	2,655,020	3,255,150	2,515,965	2,632,253	2,496,095	3,255,150	2,655,020	2,473,328	2,496,095	15,203,864

Expenditure 2010/11 By Expenditure Type R'000

	Original Budget	July	August	September	October	November	December	January	February	March	April	May	June
Contracted Services	3,634,000	11,333	6,667	11,333	15,333	11,333	6,667	11,333	15,333	11,333	6,667	11,333	3,515,333
Depreciation	2,431,930	58,847	58,847	98,397	553,271	58,847	98,397	58,847	553,271	98,397	58,847	58,847	677,115
Employee Related Costs - Social	5,404,616	393,796	393,796	393,796	393,796	393,796	393,796	393,796	393,796	393,796	393,796	393,796	1,072,860
Employee Related Costs - Wages	23,940,700	1,860,960	1,860,960	1,860,960	1,860,960	1,880,830	1,860,960	1,860,960	1,860,960	1,860,960	1,860,960	1,860,960	3,450,270
General Expenses - Other	7,120,550	127,658	113,058	153,783	115,342	127,658	139,183	127,658	115,342	153,783	113,058	127,658	5,706,367
Grants & Subsidies Paid (F4.2)	590,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	150,000
Interest Expense - External Borrowings	1,000,464	-	-	-	269,281	-	-	-	269,281	-	-	-	461,902
Repairs and Maintenance - Municipal Assets	485,100	3,500	-	96,750	7,167	3,500	93,250	3,500	7,167	96,750	-	3,500	170,017
	44,607,360	2,496,095	2,473,328	2,655,020	3,255,150	2,515,965	2,632,253	2,496,095	3,255,150	2,655,020	2,473,328	2,496,095	15,203,864

GEORGE MUNICIPALITY CAPITAL BUDGET 2010/2011					Capital Budget Cash flow Projections											
DESCRIPTION	2010/11	Responsible Person	Start Date	End Date	July	Aug	Sept	Oct	Nov	Dec	Jan	Febr	Mar	April	May	June
<u>COMMUNITY SAFETY SERVICES</u>																
FIRE BRIGADE																
TRAILERS - FIRE FIGHTING RURAL AREAS	50,000	D Beeka	Oct 10	Oct 10				50000								
SATELITE STATION - PACALTS DORP	1,350,000	D Beeka	Oct 10	Mar 11				50000	200000	100000	300000	300000	400000			
Sub-total	1,400,000				0	0	0	100000	200000	100000	300000	300000	400000	0	0	0
VEHICLE REGISTRATION																
CIRCLE AT VEHICLE TESTING GROUND	200,000	D Beeka	Oct 10	Dec 10				50000	50000	100000						
WEIGHBRIDGE	3,000,000	D Beeka	June 11	June 11												3000000
Sub-total	3,200,000				0	0	0	50000	50000	100000	0	0	0	0	0	3000000
TRAFFIC SERVICES																
FURNITURE AND FITTINGS	50,000	D Beeka	Mar 11	Apr 11							0		25000	25000		
MOBILE CCTV CAMERA	300,000	D Beeka	June 11	June 11												300000
MOBILITY STRATEGY - CCTV MB STR	2,000,000	D Beeka	June 11	June 11												2000000
Sub-total	2,350,000				0	0	0	0	0	0	0	0	25000	25000	0	2300000
TOTAL: COMMUNITY SAFETY SERVICES	6,950,000				0	0	0	150000	250000	200000	300000	300000	425000	25000	0	5300000

Objectives, Goals, KPI's and Targets of the Municipality (Department: Community Safety)								
Municipal Key Performance Area	IDP Goal/Objective	Key Performance Indicator	Base Line		Quarterly Targets			
				2010/11	Q1	Q2	Q3	Q4
KPA 12: Public Safety and Law Enforcement	To reduce and effectively extinguish fires in the Municipality	Number of fires attended.	30p/m	25p/m	25p/m	25p/m	25p/m	25p/m
		Average reaction time attending to fires – urban	08/09 min	07/08 min	7min	7min	7min	7min
		Average reaction time attending to fires – rural.	20min	18min	18min	18min	18min	18min
		Number of fire prevention inspections conducted	350	360	90	90	90	90
		Training of staff in fire fighting	16	18	5	4	4	5
	To promote and improve road safety in the Municipality	Number of road traffic accidents (deaths/major/minor)	800	780	195	195	195	195
		Number of moving violations	24000	26000	6500	6500	6500	6500
		Number of taxi violations	6000	5000	1250	1250	1250	1250
		Number of defects on vehicles	8000	9000	2250	2250	2250	2250

Objectives, Goals, KPI's and Targets of the Municipality								
(Department: Community Safety)								
Municipal Key Performance Area	IDP Goal/Objective	Key Performance Indicator	Base Line		Quarterly Targets			
				2010/11	Q1	Q2	Q3	Q4
		Number of road safety educational events held	10	12	3	3	3	3
		Number of arrests	400	450	112	113	112	113
	To control stray animals	Number of prosecutions of owners of stray animals	20	20	4	4	4	4
		Number of animals impounded	100	100	20	20	20	20
	To develop, update and implement the Municipal Disaster Management Plan	Disaster management plan in place. Revision of disaster management plan	1	1	1	1	1	1
	To effectively enforce municipal by-laws and regulations	Number of by-laws offences / number of arrests	1000	1200	300	300	300	300
KPA 13: Road Transport	To ensure road safety through the regulation and control of road transport	Number of applicants tested for drivers licences.	12800	13000	3250	3250	3250	3250
		Number of applicants tested for learner drivers licences	15000	15000	3750	3750	3750	3750
		Number of drivers licences renewals	14000	14200	3550	3550	3550	3550
		Number of vehicle registrations processed	61000	61000	15250	15250	15250	15250
		Evacuation exercises	10	10	2	3	2	3

Objectives, Goals, KPI's and Targets of the Municipality								
(Generic KPA's for all Departments)								
Municipal Key	IDP Goal/Objective	Key Performance Indicator	Base Line	Quarterly Targets				
				2010/11	Q1	Q2	Q3	Q4
KPA 29: Occupational Health and Safety	To provide a safe and healthy work environment to all employees	Attendance of monthly Departmental SHE meeting	12	12	3	3	3	3
		Attendance of quarterly Central SHE meeting	4	4	1	1	1	1
KPA 28: Training and capacity building	To facilitate training and development of employees and councillors	Number of Departmental employees send on <u>external</u> training	5	7	1	3	2	1
		Number of Departmental employees send on <u>internal</u> training	10	15	3	4	4	4
KPA 20: Financial viability and management	Effective management of the Department	% of Capital Budget Spend	98%	98%	25%	50%	75%	98%
		% of Operational Budget Spend	98%	98%	25%	50%	75%	98%
	To comply and implement the supply chain management regulations	Number of procurement deviations	0	0	0	0	0	0
KPA 33: Administrative support	Effective management of the Department	% of council decisions applicable to department implemented	98%	98%	98%	98%	98%	98%

Environmental Affairs

Senior Manager: A Smith

Service Delivery Unit	Government Financial Statistic (Vote) Classification
Environmental Admin	Health
Environmental Health	Health
Parks and Recreation	Sport & Recreation
Cemeteries	Community & Social Services
Forestry	Community & Social Services
Swimming Pools	Sport & Recreation
Beach Areas	Sport & Recreation
Sport and Recreation	Sport & Recreation
Harolds Bay Camping Sites	Sport & Recreation
Refuse Removal	Community & Social Services
Public Toilets	Community & Social Services
Dumping Site	Community & Social Services
Street Cleansing	Community & Social Services
Maintenance	Community & Social Services
Commonage and Sidings	Community & Social Services
Removal of Night Soil	Community & Social Services

Summary 2010/11 Budget

R'000

	Original Budget	July	August	September	October	November	December	January	February	March	April	May	June
Operating Expenditure (excl. Admin Recharges)	60,490	3,551	3,452	3,709	5,254	4,986	3,588	3,529	5,227	3,687	3,430	3,529	16,548
Operating Income	48,250	40,700	-	78	-	-	78	-	-	78	-	-	7,318
Capital Expenditure	3,650	-	-	75	75	200	150	125	125	125	125	1,325	1,325

Environmental Affairs

Operating Budget

Revenue 2010/11 By Service Delivery Unit R'000

	Original Budget	July	August	September	October	November	December	January	February	March	April	May	June
Cemetries	(300,000)	-	-	-	-	-	-	-	-	-	-	-	(300,000)
Environmental Health	(2,000)	-	-	-	-	-	-	-	-	-	-	-	(2,000)
Herolds Bay: Caravan Park	(310,000)	-	-	(77,500)	-	-	(77,500)	-	-	(77,500)	-	-	(77,500)
Parks and Gardens	(2,000,000)	-	-	-	-	-	-	-	-	-	-	-	(2,000,000)
Refuse Removal	(45,626,000)	(40,700,000)	-	-	-	-	-	-	-	-	-	-	(4,926,000)
Sport Maintenance	(2,000)	-	-	-	-	-	-	-	-	-	-	-	(2,000)
Swimmingpool	(10,000)	-	-	-	-	-	-	-	-	-	-	-	(10,000)
	(48,250,000)	(40,700,000)	-	(77,500)	-	-	(77,500)	-	-	(77,500)	-	-	(7,317,500)

Revenue 2010/11 By Revenue Source R'000

	Original Budget	July	August	September	October	November	December	January	February	March	April	May	June
Grants and subsidies Rec.Operating	(2,060,000)	-	-	-	-	-	-	-	-	-	-	-	(2,060,000)
Licences and Permits	(2,000)	-	-	-	-	-	-	-	-	-	-	-	(2,000)
Other Revenue	(748,000)	-	-	(77,500)	-	-	(77,500)	-	-	(77,500)	-	-	(515,500)
Service Charges - Other	(45,440,000)	(40,700,000)	-	-	-	-	-	-	-	-	-	-	(4,740,000)
	(48,250,000)	(40,700,000)	-	(77,500)	-	-	(77,500)	-	-	(77,500)	-	-	(7,317,500)

Environmental Affairs

Operating Budget

Expenditure 2010/11 By Service Delivery Unit R'000

	Original Budget	July	August	September	October	November	December	January	February	March	April	May	June
Beach Areas	216,989	12,602	12,602	12,602	30,269	24,362	12,602	12,602	30,269	12,602	12,602	12,602	31,269
Dumping Site	5,508,681	378,058	375,724	378,058	375,724	378,058	375,724	378,058	375,724	378,058	375,724	378,058	1,361,713
Environmental Admin	6,740,570	549,921	549,505	552,421	576,805	554,431	552,005	549,921	550,505	552,421	549,505	549,921	653,209
Environmental Health	697,672	53,705	43,153	53,955	43,153	122,403	43,403	53,705	43,153	53,955	43,153	53,705	90,233
Fencing and Sidings	836,505	45,792	45,792	45,792	45,792	45,792	45,792	45,792	45,792	45,792	45,792	45,792	332,792
Forestry	1,260,300	96,717	96,667	121,717	96,667	96,717	121,667	96,717	96,667	121,717	96,667	96,717	121,667
Herolds Bay : Caravan Park	139,254	7,356	5,769	7,356	5,769	7,356	5,769	7,356	5,769	7,356	5,769	7,356	66,269
Maintenance	1,310,243	108,051	108,051	108,051	108,051	113,981	108,051	108,051	108,051	108,051	108,051	108,051	115,751
Parks and Gardens	10,163,414	549,820	549,820	617,351	1,404,486	877,416	617,351	549,820	1,404,486	617,351	549,820	549,820	1,875,875
Public Toilets	836,452	46,192	45,092	46,192	45,259	46,192	45,092	46,192	45,259	46,192	45,092	46,192	333,508
Refuse Removal	19,027,214	930,104	912,687	931,854	896,287	908,037	892,370	908,037	896,287	909,787	890,620	908,037	9,043,108
Removal of Night Soil	977,041	26,820	26,153	30,070	26,153	670,493	29,403	26,820	26,153	30,070	26,153	26,820	31,936
Sport Maintenance	6,978,461	338,677	276,843	338,927	1,181,624	338,677	277,093	338,677	1,181,624	338,927	276,843	338,677	1,751,874
Street Cleansing	3,560,415	252,271	249,771	252,271	249,771	637,431	249,771	252,271	249,771	252,271	249,771	252,271	412,771
Swimmingpool	803,719	39,477	39,477	96,727	39,477	39,477	96,727	39,477	39,477	96,727	39,477	39,477	197,727
	1,433,477	115,556	115,056	115,556	128,389	125,366	115,056	115,556	128,389	115,556	115,056	115,556	128,389
	60,490,406	3,551,117	3,452,161	3,708,899	5,253,674	4,986,188	3,587,876	3,529,051	5,227,374	3,686,832	3,430,094	3,529,051	16,548,090

Expenditure 2010/11 By Expenditure Type R'000

	Original Budget	July	August	September	October	November	December	January	February	March	April	May	June
Bad debts	700,000	58,333	58,333	58,333	58,333	58,333	58,333	58,333	58,333	58,333	58,333	58,333	58,333
Contracted Services	8,628,000	581,500	581,500	581,500	581,500	581,500	581,500	581,500	581,500	581,500	581,500	581,500	2,231,500
Contributions to/from provisions	500,000	-	-	-	-	-	-	-	-	-	-	-	500,000
Depreciation	3,760,674	205,078	192,689	205,078	184,355	196,745	184,355	196,745	184,355	196,745	184,355	196,745	1,633,427
Employee Related Costs - Social	3,858,054	240,394	240,394	240,394	266,694	1,043,418	240,394	240,394	240,394	240,394	240,394	240,394	384,399
Employee Related Costs - Wages	18,597,887	1,487,741	1,487,741	1,487,741	1,487,741	2,141,854	1,487,741	1,487,741	1,487,741	1,487,741	1,487,741	1,487,741	1,578,623
General Expenses - Other	13,107,150	577,004	552,771	582,254	558,604	577,004	558,021	577,004	558,604	582,254	552,771	577,004	6,853,854
Grants & Subsidies Paid (F4.2)	3,900,000	325,000	325,000	325,000	325,000	325,000	325,000	325,000	325,000	325,000	325,000	325,000	325,000
Interest Expense - External Borrowings	3,172,441	-	-	67,282	784,447	-	67,282	-	784,447	67,282	-	-	1,400,703
Repairs And Maintenance - Municipal Assets	4,266,200	76,067	13,733	161,067	1,007,000	62,333	85,000	62,333	1,007,000	147,333	-	62,333	1,582,000
	60,490,406	3,551,117	3,452,161	3,708,649	5,253,674	4,986,188	3,587,626	3,529,051	5,227,374	3,686,582	3,430,094	3,529,051	16,547,840

GEORGE MUNICIPALITY CAPITAL BUDGET 2010/11						Capital Budget Cash flow Projections											
DESCRIPTION	2010/11	Ward	Responsible Person	Start Date	End Date	July	Aug	Sept	Oct	Nov	Dec	Jan	Febr	Mar	April	May	June
ENVIRONMENTAL AFFAIRS																	
ENVIRONMENTAL ADMIN		NWS	G Campher	Sept 10	Sept 10												
OFFICE EQUIPMENT	50,000							50000									
Sub-total	50,000					0	0	50000	0	0	0	0	0	0	0	0	0
CLEANSING AND ENVIRONMENTAL HEALTH		7	G Goosen G Goosen	Nov 10 May 11	June 11 June 11					125000	125000	125000	125000	125000	125000	125000	125000
240LITER WHEELY BINS	1,000,000															500000	500000
BUILDING OF COMPOST PLANT	1,000,000															200000	200000
Sub-total	2,000,000					0	0	0	0	125000	125000	125000	125000	125000	125000	625000	625000
SPORT MAINTENANCE		17	W Keller W Keller	May 11 May 11	June 11 June 11											500000	500000
PAVILION COMPLETION-ROSEMORE	1,000,000															200000	200000
SWIMMING POOL PADS	400,000															700000	700000
Sub-total	1,400,000					0	0	0	0	0	0	0	0	0	0	700000	700000
SPORTS DEVELOPMENT			K Kaboni W Keller	Sept 10 Oct 10	Nov 10 Dec 10												
BUILDING/SPORT INFRASTRUCTURE-THEMBALETHU	100,000							25000	50000	25000							
ABLUSION FACILITIES - LAWAAIKAMP SPORTGROUND	100,000								25000	50000	25000						
Sub-total	200,000					0	0	25000	75000	75000	25000	0	0	0	0	0	0
TOTAL: ENVIRONMENTAL AFFAIRS	3,650,000					0	0	75000	75000	200000	150000	125000	125000	125000	125000	1325000	1325000

Objectives, Goals, KPI's and Targets of the Municipality (Department: Environmental Affairs)								
Municipal Key Performance Area	IDP Goal/Objective	Key Performance Indicator	Base Line	2010/11	Quarterly Targets			
					Q1	Q2	Q3	Q4
KPA 14: Environmental Health	To provide effective provision of municipal environmental health services as determined by the NHA	Number of complaints received	600	600	150	150	150	150
		Percentage of complaints addressed	90%	90%	90%	90%	90%	90%
		Number of environmental health information sessions held	8	8	2	2	2	2
KPA 15: Public Amenities	Maintain and control public amenities and areas to promote a safe and healthy environment	Public toilets per 10 000 population	0.6	0.6	0.6	0.6	0.6	0.6
		Number of man hours spend on cleaning public toilets (frequency: daily)	72000	72000	18000	18000	18000	18000
		Weed control in cemeteries	600 ha	600 ha	100	200	200	100

Objectives, Goals, KPI's and Targets of the Municipality								
(Department: Environmental Affairs)								
Municipal Key Performance Area	IDP Goal/Objective	Key Performance Indicator	Base Line	2010/11	Quarterly Targets			
					Q1	Q2	Q3	Q4
		Number of man hours spend on cleaning of beaches (Frequency: daily)	7600	7600	1900	1900	1900	1900
		Number of overnight stays at Harolds Bay camp site	1400	1400	100	900	300	100
		Hectares of alien vegetation cleared	50	50	12.5	12.5	12.5	12.5
		Hectares of grass cut/ month	2700	2700	675	675	675	675
		Number of trees planted	2000	300	200	100	0	0
		Number of trees pruned	5000	5000	2000	500	500	2000
KPA 16: Waste	To provide an integrated waste	% total waste collected recycled	6%	6%	6%	6%	6%	6%
		Tons of household refuse collected (transfer station)	31000	31400	7800	7900	7900	7800
		KPA – Percentage of households with access to basic level of solid waste removal	95%	97%	97%	97%	97%	97%

Objectives, Goals, KPI's and Targets of the Municipality								
(Department: Environmental Affairs)								
Municipal Key Performance Area	IDP Goal/Objective	Key Performance Indicator	Base Line	2010/11	Quarterly Targets			
					Q1	Q2	Q3	Q4
		% of households with weekly refuse collection service	95%	97%	97%	97%	97%	97%
		Number of man hours spend cleaning streets	240000	242000	60000	62000	60000	60000
<i>KPA 30: People Management and Empowerment</i>	Effective management of the Environmental Affairs Department							
		KPA: % of Capital budget spent	90%	95%	30%	50%	70%	95%
<i>KPA 20: Financial viability and management</i>								
		Number of Municipal buildings disability friendly	6	7	7	7	7	7
		Number of new appointees inline with employment equity plan	90%	90%	90%	90%	90%	90%

Objectives, Goals, KPI's and Targets of the Municipality								
(Department: Environmental Affairs)								
Municipal Key Performance Area	IDP Goal/Objective	Key Performance Indicator	Base Line	2010/11	Quarterly Targets			
					Q1	Q2	Q3	Q4
KPA 17: Sport facilities	To develop, improve and manage	Update and maintain sport database	80%	100%	80%	90%	100%	100%
		Number of approved contracts with sport clubs	6	7	2	2	2	1
		% maintain utilization of sport facilities	95%	95%	95%	95%	95%	95%
		Number of Municipal sport facilities disable friendly	7	7	7	7	7	7
	The development and implementation of a sport development strategy in the Municipality	Sport Development Strategy	1	1	0	0	1	0

(Generic KPA's for all Departments)								
Municipal Key Performance Area	IDP Goal/Objective	Key Performance Indicator	Base Line	2010/11	Quarterly Targets			
					Q1	Q2	Q3	Q4
<i>KPA 29: Occupational Health and Safety</i>	To provide a safe and healthy work environment to all employees	Attendance of monthly Departmental SHE meeting	12	12	3	3	3	3
		Attendance of quarterly Central SHE meeting	4	4	1	1	1	1
<i>KPA 28: Training and capacity building</i>	To facilitate training and development of employees and councillors	Number of Departmental employees send on <u>external</u> training	5	7	1	3	2	1
<i>KPA 20: Financial viability and managem ent</i>	Effective management of the Department	% of Capital Budget Spend	98%	95%	25%	50%	75%	95%
		% of Operational Budget Spend	98%	95%	25%	50%	75%	95%
	To comply and implement the supply chain management regulations	Number of procurement deviations	0	1	0	0	1	0
<i>KPA 33: Administr ative support</i>	Effective management of the Department	% of council decisions applicable to department implemented	98%	98%	98%	98%	98%	98%

Financial Services

Senior Manager: L H Fourie

Service Delivery Unit	Government Financial Statistic (Vote) Classification
Housing	Housing
Rates	Finance & Admin
Credit Control	Finance & Admin
Stores	Finance & Admin
Computer : Mainframe	Finance & Admin
Finance	Finance & Admin
Finance : Salaries	Finance & Admin
Finance : Budget Office	Finance & Admin
Finance : Financial Statements	Finance & Admin
Financial Services: Income	Finance & Admin
Financial Services: Valuations	Finance & Admin
Supply Chain Management	Finance & Admin
Financial Management: Expenditure	Finance & Admin
Income & Expenditure Statement	Finance & Admin

Summary 2010/11 Budget

R'000

	Original Budget	July	August	September	October	November	December	January	February	March	April	May	June
Operating Expenditure (excl. Admin Recharges)	138,548	10,376	10,297	11,452	10,856	10,463	11,374	10,376	10,856	11,452	10,297	10,376	20,374
Operating Income	230,843	123,137	10,137	13,725	428	428	4,015	428	428	4,015	428	428	73,249
Capital Expenditure	50	-	-	20	-	-	-	20	-	10	-	-	-

Financial Services

Operating Budget

Revenue 2010/11 By Service Delivery Unit R'000

	Original Budget	July	August	September	October	November	December	January	February	March	April	May	June
AFS Section	(3,300,000)	-	-	-	-	-	-	-	-	-	-	-	(3,300,000)
Assessment Rates	(154,748,500)	(122,686,167)	(9,686,167)	(12,854,917)	-	-	(3,168,750)	-	-	(3,168,750)	-	-	(3,183,750)
Budget Office	(800,000)	-	-	-	-	-	-	-	-	-	-	-	(800,000)
CFO Office	(465,000)	-	-	(116,250)	-	-	(116,250)	-	-	(116,250)	-	-	(116,250)
Credit Control	(58,296,000)	-	-	-	-	-	-	-	-	-	-	-	(58,296,000)
Finance Administration	(11,311,000)	(427,500)	(427,500)	(427,500)	(427,500)	(427,500)	(427,500)	(427,500)	(427,500)	(427,500)	(427,500)	(427,500)	(6,608,500)
Housing	(1,280,000)	(23,333)	(23,333)	(325,833)	-	-	(302,500)	-	-	(302,500)	-	-	(302,500)
Income Section	(532,200)	-	-	-	-	-	-	-	-	-	-	-	(532,200)
Supply Chain Management	(110,000)	-	-	-	-	-	-	-	-	-	-	-	(110,000)
Total Revenue by Vote	230,842,700	123,137,000	10,137,000	13,724,500	427,500	427,500	4,015,000	427,500	427,500	4,015,000	427,500	427,500	73,249,200

Revenue 2010/11 By Revenue Source R'000

	Original Budget	July	August	September	October	November	December	January	February	March	April	May	June
Grants & Subsidies Received - Operating	(62,878,000)	-	-	-	-	-	-	-	-	-	-	-	(62,878,000)
Income from Agency Services	(28,000)	-	-	-	-	-	-	-	-	-	-	-	(28,000)
Interest Earned - External Investments	(11,161,000)	(425,000)	(425,000)	(425,000)	(425,000)	(425,000)	(425,000)	(425,000)	(425,000)	(425,000)	(425,000)	(425,000)	(6,486,000)
Interest Earned - Outstanding Debtors	(662,000)	(2,500)	(2,500)	(127,500)	(2,500)	(2,500)	(127,500)	(2,500)	(2,500)	(127,500)	(2,500)	(2,500)	(259,500)
Other Revenue	(1,055,200)	(23,333)	(23,333)	(235,833)	-	-	(212,500)	-	-	(212,500)	-	-	(347,700)
Penalties Imposed and Collection Charge	(1,960,000)	-	-	(490,000)	-	-	(490,000)	-	-	(490,000)	-	-	(490,000)
Property Rates	(152,598,500)	(122,686,167)	(9,686,167)	(12,321,167)	-	-	(2,635,000)	-	-	(2,635,000)	-	-	(2,635,000)
Rent of Facilities and Equipment	(500,000)	-	-	(125,000)	-	-	(125,000)	-	-	(125,000)	-	-	(125,000)
Total Revenue By Source	230,842,700	123,137,000	10,137,000	13,724,500	427,500	427,500	4,015,000	427,500	427,500	4,015,000	427,500	427,500	73,249,200

Financial Services

Operating Budget

Expenditure 2010/11 By Service Delivery Unit R'000

	Original Budget	July	August	September	October	November	December	January	February	March	April	May	June
AFS Section	5,086,069	135,992	135,992	139,742	135,992	135,992	139,742	135,992	135,992	139,742	135,992	135,992	3,578,902
Assessment Rates	31,136,500	2,594,708	2,594,708	2,594,708	2,594,708	2,594,708	2,594,708	2,594,708	2,594,708	2,594,708	2,594,708	2,594,708	2,594,708
Budget Office	2,826,805	170,634	170,634	173,134	170,634	170,634	173,134	170,634	170,634	173,134	170,634	170,634	942,334
CFO Office	4,076,109	324,048	321,965	367,427	322,298	324,048	365,344	324,048	322,298	367,427	321,965	324,048	391,195
Credit control	65,280,725	5,438,510	5,438,510	5,439,010	5,438,510	5,455,120	5,439,010	5,438,510	5,438,510	5,439,010	5,438,510	5,438,510	5,439,010
Creditors Section	1,903,464	157,064	155,730	159,989	155,730	157,064	158,655	157,064	155,730	159,989	155,730	157,064	173,655
Finance Administration	2,440,000	-	-	610,000	-	-	610,000	-	-	610,000	-	-	610,000
Housing	6,688,286	229,357	159,357	229,357	715,181	232,582	159,357	229,357	715,181	229,357	159,357	229,357	3,400,486
Income Section	10,569,958	852,330	852,330	889,080	852,330	852,330	889,080	852,330	852,330	889,080	852,330	852,330	1,084,080
IT Service: Mainframe	2,080,794	81,773	76,856	81,773	77,356	144,297	76,856	81,773	77,356	81,773	76,856	81,773	1,142,356
Remuneration Section	1,221,260	93,092	93,092	93,092	95,092	93,092	93,092	93,092	95,092	93,092	93,092	93,092	193,250
Stores	1,263,555	102,841	102,841	104,091	103,008	108,304	104,091	102,841	103,008	104,091	102,841	102,841	122,758
Supply Chain Management	2,031,151	158,483	158,483	158,483	158,483	158,483	158,483	158,483	158,483	158,483	158,483	158,483	287,833
Valuation Section	1,943,475	36,781	36,781	412,031	36,781	36,781	412,031	36,781	36,781	412,031	36,781	36,781	413,131
	138,548,151	10,375,613	10,297,279	11,451,917	10,856,103	10,463,434	11,373,584	10,375,613	10,856,103	11,451,917	10,297,279	10,375,613	20,373,699

Expenditure 2010/11 By Expenditure Type R'000

	Original Budget	July	August	September	October	November	December	January	February	March	April	May	June
Bad Debts	800,000	66,667	66,667	66,667	66,667	66,667	66,667	66,667	66,667	66,667	66,667	66,667	66,667
Collection Costs	5,000,000	416,667	416,667	416,667	416,667	416,667	416,667	416,667	416,667	416,667	416,667	416,667	416,667
Contracted Services	2,313,000	180,833	180,833	212,083	180,833	180,833	212,083	180,833	180,833	212,083	180,833	180,833	230,083
Depreciation	175,822	-	-	41,629	-	-	41,629	-	-	41,629	-	-	50,935
Employee Related Costs - Social	4,451,969	362,745	362,745	362,745	362,745	428,494	362,745	362,745	362,745	362,745	362,745	362,745	396,025
Employee Related Costs - Wages & Salaries	19,383,490	1,531,743	1,531,743	1,531,743	1,531,743	1,553,815	1,531,743	1,531,743	1,531,743	1,531,743	1,531,743	1,531,743	2,512,249
General Expenses - Other	15,694,700	365,250	356,917	1,365,875	359,750	365,250	1,357,542	365,250	359,750	1,365,875	356,917	365,250	8,711,075
Grants & Subsidies Paid (F4.2)	58,326,000	4,860,500	4,860,500	4,860,500	4,860,500	4,860,500	4,860,500	4,860,500	4,860,500	4,860,500	4,860,500	4,860,500	4,860,500
Less Revenue Foregone	30,254,500	2,521,208	2,521,208	2,521,208	2,521,208	2,521,208	2,521,208	2,521,208	2,521,208	2,521,208	2,521,208	2,521,208	2,521,208
Repairs and Maintenance - Municipal Assets	2,148,670	70,000	-	72,800	555,990	70,000	2,800	70,000	555,990	72,800	-	70,000	608,290
	138,548,151	10,375,613	10,297,279	11,451,917	10,856,103	10,463,434	11,373,584	10,375,613	10,856,103	11,451,917	10,297,279	10,375,613	20,373,699

GEORGE MUNICIPALITY CAPITAL BUDGET 2010/11							Capital Budget Cash flow Projections											
Asset ID	DESCRIPTION	2010/11	Ward	Responsible Person	Start Date	End Date	July	Aug	Sept	Oct	Nov	Dec	Jan	Febr	Mar	April	May	June
	FINANCIAL SERVICES																	
	FURNITURE AND FITTINGS	50,000	NWS	M. Cupido	01/09/2010	01/03/2011			20000				20000		10000			
	Sub-total	50,000					0	0	20000	0	0	0	20000	0	10000	0	0	0
	TOTAL: FINANCIAL SERVICES	50,000					0	0	20000	0	0	0	20000	0	10000	0	0	0

Objectives, Goals, KPI's and Targets of the Municipality

(Department: Financial Services)

Municipal Key Performance Area	IDP Goal/Objective	Key Performance Indicator	Base Line	Annual Targets	Quarterly Targets				
				2010/11	Q1	Q2	Q3	Q4	
KPA 20: Financial viability and management	financial viability as expressed in the ratios prescribed in the Planning and Performance	Annual Financial Statements	1 Set of audited financial statements	1	1				
		Debt coverage ratio							
		Outstanding service debtors to revenue ratio							
		Cost coverage ratio							
	To comply and implement the supply chain management regulations	Supply Chain Management report	Quarterly	4	1	1	1	1	
	To developed and implement appropriate financial related policies for the Municipality	Cash management and investment policy	Annually	1			1		
	of the municipal	Payment of Salaries	100%	100%	100%	100%	100%	100%	
		Salary related deductions	100%	100%	100%	100%	100%	100%	
	municipality's banking is 100% in	Number of Bank Reconciliation	12	12	4	4	4	4	
		Daily Banking	100%	100%	100%	100%	100%	100%	
	internal auditing of	and report to Audit	12 Meetings	Meetings					

Objectives, Goals, KPI's and Targets of the Municipality

(Department: Financial Services)

Municipal Key Performance Area	IDP Goal/Objective	Key Performance Indicator	Base Line	Annual Targets	Quarterly Targets			
				2010/11	Q1	Q2	Q3	Q4
KPA 21: Revenue	Maintaining a sound revenue	Billing prior to last working day of month	100%	100%	100%	100%	100%	100%
		Billing rate	100%	100%	100%	100%	100%	100%
		Owner Property Updated	95%	95%	95%	95%	95%	95%
		Correctness of billing	95%	95%	95%	95%	95%	95%
		Accurate meter readings	98%	98%	98%	98%	98%	98%
KPA 22: Credit	To maintain effective credit	Credit control: Referral to Engineers	100%	100%	100%	100%	100%	100%
		Handing-over of Debtors	100%	100%	100%	100%	100%	100%
		Credit control: Trend	98%	98%	98%	98%	98%	98%
		Payment of Creditors within 30 days	100%	100%	100%	100%	100%	100%
		Sound, authorised expenditure	100%	100%	100%	100%	100%	100%
KPA 23: Financial	To improve the financial system to	Number of Treasury Reports	12 Annually	12	4	4	4	4
		Number Quarterly Reports	4 Annually	4	1	1	1	1
		Performance Evaluation Report	1 Annually	1		1		
		Annual report of Department	1 Annually	1		1		
		Unresolved audit queries (MM)	0%	0%	0%	0%	0%	0%

Objectives, Goals, KPI's and Targets of the Municipality (Department: Financial Services)								
Municipal Key Performance Area	IDP Goal/Objective	Key Performance Indicator	Base Line	Annual Targets	Quarterly Targets			
				2010/11	Q1	Q2	Q3	Q4
		Section 71 Budget monitoring report submitted to the Mayor 10 working days after end of each month (MM)	12 per year	12	4	4	4	4
		Compliance with MFMA Reporting requirements (MM)	100%	100%	100%	100%	100%	100%
KPA 24: Valuations	To ensure full implementation of	Percentage of Ad-hoc valuations	100%	100%	100%	100%	100%	100%
		Number of interim Valuations	Quarterly	Quarterly	Quarterly	Quarterly	Quarterly	Quarterly
KPA 25: Risk	Facilitate proper risk management in	Risk Management: Insurance claims	Quarterly	4	1	1	1	1
		Risk assessment and	Quarterly	4				
KPA 26: Asset	To manage and control all assets in	Updated asset register: purchases	1 updated register	1				1
		Asset Management: Depreciation	Monthly depreciation	12	4	4	4	4
KPA 27: Budget Formulati	To compile the annual budget according to the	1 Adopted draft budget before end of March each year	1 Draft Budget	1 Draft Budget			1	
		Adopted budget before end of May each year	1 Budget	1 Budget				1

Objectives, Goals, KPI's and Targets of the Municipality								
(Department: Financial Services)								
Municipal Key Performance Area	IDP Goal/Objective	Key Performance Indicator	Base Line	Annual Targets	Quarterly Targets			
				2010/11	Q1	Q2	Q3	Q4
		KPA – Percentage of capital budget actually spent on capital projects	100%	100%	100%	100%	100%	100%
		Monthly Balancing of the General ledger	12	12	4	4	4	4
		% of Capital budget spent (MM)	90%	90%	90%	90%	90%	90%
		Over expenditure on operational budget (MM)	0%	0%	0%	0%	0%	0%

(Generic KPA's for all Departments)								
Municipal Key Performa nce Area	IDP Goal/Objective	Key Performance Indicator	Base Line	2010/11	Quarterly Targets			
					Q1	Q2	Q3	Q4
<i>KPA 29: Occupatio nal Health and Safety</i>	To provide a safe and healthy work environment to all employees	Attendance of monthly Departmental SHE meeting	12	12	3	3	3	3
		Attendance of quarterly Central SHE meeting	4	4	1	1	1	1
<i>KPA 28: Training and capacity building</i>	To facilitate training and development of employees and councillors	Number of Departmental employees send on <u>external</u> training	5	7	1	3	2	1
<i>KPA 20: Financial viability and managem ent</i>	Effective management of the Department	% of Capital Budget Spend	98%	95%	25%	50%	75%	95%
		% of Operational Budget Spend	98%	95%	25%	50%	75%	95%
	To comply and implement the supply chain management regulations	Number of procurement deviations	0	1	0	0	1	0
<i>KPA 33: Administr ative support</i>	Effective management of the Department	% of council decisions applicable to department implemented	98%	98%	98%	98%	98%	98%

CAPITAL EXPENDITURE PER WARD **2010/2011**

WARD	WARD DESCRIPTION	BUDGET
1	GEORGE/BLANCO	R 215,000.00
4	WILDERNIS/TOUWSRANTEN/KLEINKRANTZ	R 4,670,000.00
5	ROSEMORE	R 1,020,000.00
7	LAWAAIKAMP	R 6,120,000.00
8	PARKDENE	R 4,145,000.00
15	PACALTSDORP	R 1,630,000.00
16	HEROLDS BAY	R 3,000,000.00
17	CONVILLE	R 440,000.00
9-13	THEMBALETHU - ALL AREAS	R 4,060,000.00
NWS	NON-WARD SPECIFIC (WARD 1 - 20)	R 149,881,300.00
		R 175,181,300.00